At United Way, we are focused on creating opportunities for a better life for all right here in Miami-Dade County. We work in three key areas – education, financial stability and health – which are the building blocks for a good quality of life. We invest in quality programs, we advocate for policies that improve lives, we partner with individuals and organizations to find solutions to emerging community issues. Most importantly, we offer help and hope to tens of thousands of people each and every year.

**Innovative**
National reputation as a leader in innovation. Two recent examples: the United Way Center for Excellence in Early Education and the United Way Center for Financial Stability with the bold goals of changing the system of early childhood education and helping our neighbors pave a path to financial independence.

**Responsive**
Time and again, our United Way has demonstrated its ability to react quickly in response to challenges whether in our own backyard, in a neighboring community or country. Helping newly arrived immigrants begin a new life, our community recover after a category five hurricane or the people of Haiti rebuild following the 2010 earthquake are just some examples.

**Results-driven**
Among the ways we help make Miami a more educated, prosperous and healthy community is by investing in 119 programs at 58 impact partner agencies that achieve real and measurable results. Trained community volunteers make program investment decisions as well as monitor their performance to ensure outcomes are delivered.

**Fast Facts**
- Founded as Community Chest of Dade County in 1924
- One of 1,300 United Ways in the country
- All United Ways are local, independent and autonomous organizations
- Largest private, not-for-profit funder of health and human services in Miami-Dade
- 2011-2012 total revenues: $46.5 million
- Professional staff of 140; volunteer corps of 2,000+

**About us**

**Vision**
We will have a caring community strengthened by its diversity and compassion. United Way will be seen as a catalyst in building community by bringing hearts, minds and resources together.

**Mission**
Building community by helping people care for one another.

**Return on investment**
In an ever-changing environment of limited funding, maximizing the return on each and every dollar is a top priority. By leveraging all of our assets – securing matching grants, engaging volunteers, influencing public policy, generating grants and in-kind support – our United Way turns every $1 to the community plan into $2.17 worth of help to people in Miami-Dade.

**Community leader**
As a respected community consensus-builder, our United Way is frequently asked to assume a leadership role on important issues. Many staff and volunteers hold key positions with various community organizations and provide expertise on a broad range of subject matters including early education, social services, philanthropy, advocacy and community engagement.

**Trustworthy**
We take our role as stewards of contributor dollars seriously. There is nothing more important than the trust our contributors place in us. That’s why we’ve institutionalize strict governance practices. They include volunteer oversight at every level – from our own financial statements and annual independent audit to those of the programs we fund.
EACH AND EVERY DAY, we are working to strengthen our community by improving the education, financial stability and health of our residents. In this report, you’ll learn about much of our work undertaken this past year – work that was made possible thanks to the generosity of our donors and the outstanding commitment of our partners. Together, we are preparing children and youth for success in school and life, we are helping families become financially secure and we are improving people’s health.

As a community, we have many reasons to be proud and even more to be hopeful. We thank you for joining us in this work and, for LIVING UNITED.

Sincerely,

Jayne Harris Abess
Board Chair

Harve A. Mogul
President and CEO
HELPING CHILDREN AND YOUTH FULFILL THEIR POTENTIAL

What we invest in:
High-quality early care and education | Training for early education providers | Advocacy
| After-school tutoring | Test preparation | Mentoring | After-school enrichment activities | Pregnancy prevention courses | Substance abuse prevention activities | Crime prevention services

Key outcomes:
19,000 youth and children received services to increase academic performance and good decision-making, improving their chances for success in school and in life

Nearly 20,000 early care educators and administrators attended trainings since 2007 through the United Way Center for Excellence in Early Education

More than 3,600 children and their families attended high-quality early education programs throughout Miami-Dade County

1 Florida First Lady Ann Scott participates in United Way’s VIP Reader series
2 United Way supports early learning programs
3 Miami Heat Mascot Bernie congratulates students at Ludlam Elementary on their United Way campaign
MAKING STRIDES BY PROMOTING QUALITY EARLY CARE AND EDUCATION

Focusing on professional development for early childhood professionals is central to the United Way Center for Excellence in Early Education’s mission of making high-quality early education a reality for all children in Miami-Dade and beyond.

In December 2012, a 3-year, $3.5 million early reading federal grant from the U.S. Department of Education, which resulted in the innovative Literacy Enhancement for Early Readers, or Project LEER, came to an end. With knowledge gained through this initiative, the Center partnered with The Children’s Trust to develop a new early reading program called MAESTRO (Mentoring All Educators, Supporting Teachers, Raising Outcomes). Through a combination of group training and one-on-one coaching, MAESTRO works with teachers in “low-performing voluntary prekindergarten classrooms” to improve their literacy instruction skills and, in turn, helps students enter kindergarten ready to learn and achieve long-term academic success.

Now in its sixth year, the Center’s professional development program, Early Childhood Program Administrator’s Institute (ECPAI) – a partnership with The Children’s Trust, The Early Childhood Initiative Foundation, Wells Fargo Foundation, Quality Counts Career Center, and Miami Dade College – has provided more than 300 early care and education administrators the opportunity to expand their knowledge of current philosophies, build leadership skills, and receive higher credentials through a series of college-level courses and mentoring.

A first-ever South Florida Early Literacy Conference, hosted by the Center, brought together more than 300 early childhood education administrators, specialists and teachers from across the U.S. and Latin America.

A LIFE CHANGED: KEYSHAWN

Keyshawn is a bright young boy with an even brighter future. Helping him along that path is The Barnyard, a United Way-funded after-school and summer program at Coconut Grove Cares that provides at-risk children with educational, recreational and cultural activities year-round. Keyshawn is one of four siblings, and attends G.W. Carver Elementary. At The Barnyard, he enjoys a safe studying environment, where he can complete his homework while his mother is at work. Keyshawn says he has big dreams – he wants to become “a lawyer, then a judge and then, president.”
HELPING INDIVIDUALS AND FAMILIES PAVE A PATH TO FINANCIAL INDEPENDENCE

What we invest in:
Basic needs assistance | Job training and placement | Financial education | Free tax preparation | Credit counseling and debt management | Foreclosure prevention | First-time homebuyer training | Financial counseling and coaching

Key outcomes:
Nearly 5,700 individuals received financial education and counseling on basic budgeting, credit card management, first-home purchasing assistance and foreclosure prevention

Nearly 5,000 individuals with disabilities received job training and employment through a United Way-funded program at Goodwill Industries that generated $29,029,845 in wages

Helped 7,719 tax filers receive more than $10.8 million in tax refunds and credits through the EITC (earned income tax credit), in a public awareness campaign partnership with Bank of America, Walmart and Branches as well as services provided at the United Way Center for Financial Stability

More than 4,000 individuals and families benefited from financial services provided at the United Way Center for Financial Stability
A LIFE CHANGED: DEBRA

When Debra’s marriage fell apart, she was left with five children to raise, a mountain of debt and no money. With an imminent eviction looming in her horizon, she was referred to the United Way Center for Financial Stability by Jewish Community Services. Debra had a good idea of all the things she wanted to accomplish and with the help of her financial coach, she was able to create a sound plan. As a result, Debra resolved a tax issue, set up a budget, started paying down all her debts and registered for classes at Miami Dade College.

LINKING FINANCIAL STABILITY TO ACADEMIC SUCCESS

Can improving one’s financial stability improve their academic success? Philanthropists Al and Barbara Siemer believe it can . . . and they are putting their resources behind it to prove the case. When the United Way Center for Financial Stability opened in 2009, our United Way was one of 10 in the country to receive a 3-year $150,000 grant from the Siemer Institute for Family Stability (SIFS) to focus on reducing student mobility by improving a family’s financial stability. Students who frequently change schools do not perform as well as those who do not. One of the primary reasons families move is because of their financial situation – which is what led the Siemers to create the Family Stability Initiative. This past year, the Center received a second, 3-year $225,000 grant from SIFS to not only continue the program in Miami but to become part of a national network helping to expand the program in other communities with the intent of creating national change.

The Siemer Institute for Family Stability is a key partner of our United Way Center for Financial Stability, providing financial support for our work in helping working families pave a path to financial independence. The Siemers were presented with the 2012 National Tocqueville Society Award by United Way Worldwide.
IMPROVING PEOPLE’S HEALTH

What we invest in:
Access to the health care system | Preventive health screenings | HIV/AIDS education and testing | Help with daily living and nutritious meals for older adults | Caregiver respite and support | Counseling for families | Parent education | Child abuse and neglect prevention | Support for children in foster care | Services for domestic violence victims

Key outcomes:
More than 10,600 individuals, including children, received hearing, dental, breast, HIV/AIDS and heart screenings through United Way-funded programs

9,430 older adults were provided with community-based home care services, personal care, emergency and basic care services that allowed them to remain living independently

Miami-Dade residents saved more than $5 million on prescription medication since the launch of the United Way/FamilyWize partnership in 2008

United Way programs provided 10,586 seniors with hot, nutritious meals; more than 70% of them improved their nutritional risk status

1 United Way funds programs that help people overcome hearing and speech impairments
2 Through United Way support, older adults are healthy and active
3 Young people adopt healthy lifestyles through United Way supported programs
4 Community Investment Co-Chair Matt Gorson speaks at the Community Impact Symposium
5 Community Impact volunteers learn about issues facing our community
A LIFE CHANGED: CLAUDIA

Shortly after Claudia’s father passed away, her mother Leila was diagnosed with Alzheimer’s. Claudia’s life took a dramatic turn, where she found she had to divide her time among her children, her husband and her rapidly declining mother. Finding it difficult to meet her mother’s growing needs and spend time with her family, Claudia reached out to United HomeCare Services. The agency provided Claudia with an in-home caregiver who spends time with her mother, feeds her and caters to her needs a few hours a week. This gives Claudia some peace of mind and extra time to dedicate to her family.

A NEW APPROACH TO ACHIEVING OUTCOMES

Committed to improving the education, financial stability and health of Miami-Dade residents, United Way embarked on an in-depth 12-month process to determine how to achieve the best outcomes in light of today’s environment of increased needs and limited resources.

Over the past 18 months staff and volunteers invested hundreds of hours visiting other United Ways, gathering best practices from across the country, meeting with local subject matter experts and other community organizations and rolling up their sleeves to tackle tough questions: How bold should United Way be in setting community goals? How can all of United Way assets be more strategically integrated to achieve community goals? How can United Way financial investments more strategically support community goals?

In December 2012, the board approved a new collective impact approach that will better utilize all United Way’s assets and share accountability with other key community institutions and partners in the achievement of community-level goals going forward. Following the board’s approval, volunteers and staff spent the spring hosting listening sessions to hear concerns and aspirations from people in the community and writing research briefs that painted the current landscape for education, financial stability and health in Miami-Dade. A May symposium brought together volunteers where they heard from various community partners about the needs, trends, policy issues and best practices in each of the three areas. This was an initial step in the planning work that will continue over the next few months.
Across Miami-Dade County, residents opened their hearts, and as a result, total revenues for United Way reached $46.5 million.

Publix Super Markets maintained its spot as United Way of Miami-Dade’s top campaign, exceeding the $2 million mark in giving for the first time. Miami-Dade County Public Schools, its students and bargaining units, are again the leading public school campaign in the country. Rounding out the exclusive group of million dollar-plus campaigns are Baptist Health System; Florida Power & Light and IBEW Local 359; Miami-Dade County and its bargaining units; and University of Miami. (See page 20 for more campaign highlights)

Goldie Hawn delivered the keynote address at the 12th Annual Women’s Leadership Breakfast which brought together more than 1,200 women in a celebration of philanthropy and service to community. Hawn, who founded The Hawn Foundation noted, “The private sector is an extraordinary group to belong to, because we have the power to change.”

Young Leaders put in a full year of volunteering, networking and just having some plain fun while doing good for the community. Among the many activities was an evening cruise along Biscayne Bay that raised money in support of United Way’s work in the community and a hands-on volunteer experience at Paul Laurence Dunbar K–8 Center.

The 18th Annual Mayor’s Ball hosted by Miami-Dade Mayor Carlos Gimenez and his wife Lourdes was a great success, generating more than $1.1 million. On one night more than 1,000 of Miami’s business and community leaders came together in the spirit of philanthropy and community.

Lisa and Victor Mendelson opened up their historic Coconut Grove home to host the Tocqueville Society Grand Reception. Ambassador Sue and Ambassador Chuck Cobb received United Way’s Tocqueville Award for Outstanding Philanthropy in recognition of long careers of service both on a local and national level.

1 Leslie Miller Sainoz, Sue Miller, Goldie Hawn and Jean Scheinman

2 Stephanie Gaywood and Darin Laing

3 Jeff and Yolanda Berkowitz with Lourdes and Mayor Carlos Gimenez

4 Victor and Lisa Mendelson, Sue and Chuck Cobb and Jayne and Leonard Abess

5 Larry Silverman of Akerman Senterfitt, Bryan Hawks of Bilzin Sumberg, Harve Mogul of United Way of Miami-Dade, Daniel Marinberg of Greenberg Traurig and Adam Miller of Carlton Fields

6 Chef Daniel Boulud

7 Andres Garcia, Jr., Lady Monica Heftler and Juan del Busto

8 Students from Johnson & Wales University

9 Colleen and Richard Fain with Margarita and Armando Codina
At 90 years of age, Jay Kislak is the senior statesman of United Way’s Tocqueville Society. His involvement with United Way of Miami-Dade, both as a contributor and volunteer, dates back some 60 years when the organization was known as the Community Chest. In 1962, Jay chaired what was then called the United Fund campaign.

Today, he and his wife Jean, continue their philanthropy, both in Miami and beyond. For them, giving to others comes naturally, and seeing the results of their generosity is an immeasurable reward. They are proud of the expansive reach that United Way of Miami-Dade has and how inclusive the organization remains.
When the state legislative session concluded this spring, our United Way, together with the statewide United Way network, had reason to be proud as three of our four priorities scored successful outcomes.

Top on the list was the passage of a comprehensive early learning bill that included a $5.1 million increase in funding – the first increase in a decade – to address the waiting list of nearly 70,000 children statewide. In Miami-Dade, that translates to an increase of $2.2 million to serve an additional 700 children. Other wins included an increase in funding for programs that help the frail elderly and the homeless.

United Way's public policy director was on the ground in Tallahassee for eight weeks, meeting with education and appropriations committee chairs and staff during the development of the early learning bill and budget request, testifying at committee hearings and providing weekly blogs and legislative summaries to keep us informed on the key issues.

With our partners at the Health Foundation of South Florida and the Health Council of South Florida, along with State Senator Rene Garcia and State Representative Eddy Gonzalez,

United Way hosted a legislative forum on Medicaid Expansion. The purpose was to inform Florida policy makers about the fiscal impact of Medicaid expansion under federal healthcare reforms and to discuss a Georgetown Health Policy Institute study that indicates Medicaid expansion under the Affordable Health Care Act could save the state money. Dr. Jack Hoadley, senior researcher at Georgetown Health Policy Institute and national expert on state Medicaid budget issues, presented some of the findings from the Georgetown study.
In May, a group of United Way Women Leaders traveled to Washington, D.C. to advocate on behalf of quality early care and education. Over the course of two days, the group met with U.S. Representatives Joe Garcia, Patrick Murphy, Nita Lowey, Ileana Ros-Lehtinen, Debbie Wasserman-Schultz and Frederica Wilson and Senator Bill Nelson to encourage increased funding for early education initiatives. The highlight of the trip: breakfast with Second Lady Dr. Jill Biden at the Washington, D.C. home of philanthropist Adrienne Arsht.

HEAD START PARENTS REACH OUT TO LEGISLATORS

How important is Head Start to young children? Three parents, whose children attend the United Way Center for Excellence in Early Education Demonstration School, Educare of Miami-Dade, through Head Start funding, visited the district offices of their United States Representatives and Senators to tell them their stories.

Luis, a single father of two: “Head Start provided a lifeline for me after my wife passed away. I was unemployed and felt like I didn’t have the resources to care for my family. Not only did Head Start provide the funding so my daughters could attend United Way’s early learning center, but it also helped me find a trade school so I could learn auto mechanics and get therapy for my son.”

Deveni, a mother of two: “I placed my children in the Early Head Start program since I was unemployed. While in the program, I was able to look for employment and the teachers and staff in the program helped my daughter, who has special needs, get the necessary therapy.”

Jessica, a mother of a son: “I had been told that because my son had Asperger’s and low muscle tone, he would never walk or be able to participate in a regular classroom. I enrolled at United Way through Head Start and there the staff and teachers worked with us to provide him with all the therapies he needed and accommodations in the classroom. Today, my son walks, runs, plays with his peers and this fall will go to a gifted classroom for kindergarten.”
Engaging volunteers in the community and the work of United Way continues to be a top priority and this past year that engagement took on many different forms and fashions – from employee volunteer projects, to community listening sessions, to 5K runs and much more.

United Way impact partners and other community organizations were the beneficiaries of a number of community work projects as employee teams came together to paint murals, plant gardens, decorate residential facilities and revitalize tired buildings. Nearly 20 different work projects provided much needed renovations to community facilities and engaged hundreds of volunteers in doing good.

The tenants at the 1450 Brickell building held a week’s worth of events that gave them an opportunity to connect with their neighbors while learning more about United Way. Among the activities was a food drive for low-income families who children attend the United Way Center for Excellence in Early Education, a speed networking session and a women’s leadership luncheon.
United Way Tocqueville Society members got an inside look at the face of poverty in our community and how our work in education, financial stability and health helps to improve people’s lives during a half-day “A Tale of Two Cities” tour and roundtable discussion.

Miami was selected by Deloitte as the site of its 2013 Alternative Spring Break project. For the course of one week, 48 college students from around the country and 12 Deloitte executives worked side-by-side, providing direct service to five local nonprofit agencies. In total, they contributed 2,000 hours of service to the Miami-Dade community.

ReadingPals helps build literacy skills in young children

In 2011, United Way launched a volunteer reader program, and Sharon Fine and Cindy McCall-Talbert were among the first to become involved. Two years later, they are joined by more than 200 readers across Miami-Dade County. The program, now called ReadingPals, is made possible by a grant from Carol Jenkins Barnett and Barney Barnett from Publix Super Market Charities, and is designed to enhance literacy opportunities for young children, instill the love of reading at a young age, and to educate volunteers about the needs in our community.
This past year, United Way celebrated the remarkable contributions of several key community leaders and human service professionals.

**Tocqueville Award for Outstanding Philanthropy: The Honorable Sue and the Honorable Charles “Chuck” Cobb**

The Cobbs are global citizens who have defined their lives through service to their community, to their state and to their country. Both extraordinarily successful in their professional careers, each has served with distinction as U.S. ambassadors and through numerous community leadership positions. The award was presented during a private reception at the home of Lisa and Victor Mendelson.

**Monsignor Walsh Outstanding Human Service Professional: Judith Lieber**

Judith Lieber’s skills as a therapist and her unwavering dedication throughout her 37-year in the nonprofit sector has afforded hundreds of people an opportunity for a healthy, productive life.

**Dorothy Shula Award for Volunteerism: Dr. Rudolph “Rudy” Moise**

Dr. Moise has never forgotten his Haitian roots and continues to give back to the Haitian community in South Florida and throughout the nation through his own achievements and advocacy for the Caribbean nation.

**Essie Silva Community Builder Award: Dr. Eduardo Padrón**

Dr. Padrón, as president of Miami Dade College since 1995, has worked to make the college a national model of student achievement and the largest institution of higher education in The U.S., with more than 175,000 students.

**Public Service Leadership Award: State Representative Erik Fresen**

Rep. Fresen’s strong leadership during Florida’s 2013 Legislative session led to a $5.1 million increase in Florida’s “School Readiness” program, the first such increase in a decade. As a result, Miami-Dade will receive an additional $2.1 million to provide child care services for hundreds of young children of working, low-income families.

**Outstanding Youth Award: Sophia Pereira**

Sophia Pereira is an outstanding young woman who’s involved in clubs and societies at her K-8 Center and a volunteer at Friendship Circle, where she assists families who have children with special needs through a series of social and respite programs.
2012-2013 UNITED WAY PROGRAM FUNDING

Among the ways our United Way helps make Miami a more educated, prosperous and healthy community is by investing in 119 programs at 58 impact partners that achieve measurable results. Program investment decisions are made by trained community volunteers from a variety of professional backgrounds, based on community needs, strategic objectives, programmatic outcomes, and agency governance and stewardship practices. See page 38 for more information on agency and program accountability measures.

In addition to the investments listed below, some individuals chose to direct their gifts to a single agency. More than 1,600 nonprofits received support through the 2012 United Way campaign, bringing additional services to the people of Miami-Dade as well as in other communities.

American Red Cross of Greater Miami & the Keys
Emergency Services: Provides immediate emergency needs to victims of disaster. Funding: $259,250

AMIkids Miami-Dade
Employability Skills Development Program: Provides youth who have been referred through the juvenile justice system a wide range of educational opportunities to help them complete their education and secure employment. Funding: $95,435

Pathway for Life: Uses a structured behavior modification system and an educational component to improve student academic achievement for youth, ages 14-18, that have been referred through the juvenile justice system. Funding: $76,489

Apprisen Financial Advocates
South Florida Financial Literacy Project: Teaches money management skills to help adults manage their finances more responsibly. Funding: $42,500

The Arc of South Florida
Guardianship Program: Provides adults with developmental disabilities, who have been determined to be incompetent by a court, with guardianship services. Funding: $32,338

Learning Enhancement Acquisition Program (LEAP): Serves adults with severe/profound mental retardation and other physical disabilities. Funding: $23,519

Project Thrive: Provides high quality early educational experiences to children with special needs, ages 6 weeks to five years. Funding: $100,857

Project Thrive Summer Program: An eight week summer camp that functions as a seamless extension of The Arc's accredited early intervention program. Funding: $32,534

Robert T. Knight Centers: Assists developmentally disabled adult clients by improving their daily living, communication, mobility, prevocational, nutrition, socialization, and computer skills. Funding: $23,519

ASPIRA of Florida
After School Program: Focuses on math and reading and activities such as chess, music and art specifically designed to reinforce reading, math and critical thinking. Funding: $52,020

Belafonte Tacolcy Center
Sports Development: Promotes healthy lifestyles through team and individual sports, recreational activities and nutrition education. Funding: $25,075

Big Brothers Big Sisters of Greater Miami
Bigs in Schools and Sites (BISS): Improves academic success for at-risk students in Miami-Dade County. Funding: $85,000

Community Based Mentoring: Provides struggling youth with crucial guidance and support through quality, safe mentoring friendships that positively impact academic achievement, school attendance, behavior and social relationships, while reducing risky behaviors. Funding: $235,450

Reach for Success Program: Serves youth ages 10-15 who are waiting to be placed with a mentor with safe, structured after-school and weekend activities focused on skill-building. Funding: $22,185

School to Work Program: Provides students at-risk of not graduating with exposure to workplace environments and matches them with mentors to help them stay in school and make a successful transition to the workforce. Funding: $28,050

Branches
ASSETS Small Business Program: Supports small business owners in their efforts to achieve success and stability. Funding: $42,500

Boys & Girls Clubs of Miami
Project Learn: Out-of-school Academic Program: Addresses challenges faced by youth and equips them to overcome their obstacles and succeed academically by providing homework help, literacy and recreational activities. Funding: $93,500

Summer Enrichment Program: Equips youth to overcome obstacles and succeed both academically and socially through literacy and leisure activities. Funding: $61,306

Care Resource
Reducing Rates of Sexually Transmitted Infections and HIV: Educates youth between the ages of 14 and 18 about HIV and other Sexually-Transmitted Infections (STI) to reduce rates of infection amongst youth. Funding: $32,398

School Based Interventions: Serves populations at high risk for HIV/AIDS via community outreach, testing, and behavior modification workshops. Funding: $124,917

Catholic Charities Behavioral Health Services at St. Luke’s Center
Residential Treatment: Provides access to residential substance abuse treatment for adult males and females who are indigent/homeless and have a history of chronic substance abuse and co-occurring mental disorders. Funding: $64,677

Catholic Charities Centro Hispano Católico Child Care Center
Preschool Program: Provides high-quality NAEYC accredited early care and educational experiences for children 3 to 5 years old, including those with special needs. Funding: $38,755

Haitian Family Stabilization: Provides Haitian families with the resources needed to adapt to life in the United States and provide their family a safe and secure environment. Funding: $55,014

Strengthening Families Program: Provides high-risk families with a 14-session parenting skills, children’s life skills, and family life skills training. Funding: $55,366

Catholic Charities New Life Family Shelter
Getting Ahead Program: Helps individuals experiencing an interruption of income due to loss of employment or illness to pave a path to financial independence by providing rent, mortgage, utility and food assistance. Funding: $23,800

Catholic Charities New Life Family Shelter: Serves as a transitional facility for homeless families. Funding: $41,160
Catholic Charities Notre Dame D’Haiti Child Care Center
Preschool Program: Provides comprehensive early care and educational services to socially and economically disadvantaged children and their families residing in the Little River/Little Haiti community. Funding: $56,050

Catholic Charities Sagrada Familia Child Care Center
Preschool Program: Provides socially and economically disadvantaged children ages 3 to 5 years with high-quality early educational experiences. Funding: $65,068

Catholic Charities Services for the Elderly
Nutrition and Social Support: Helps maintain and improve the physical and emotional health of the elderly by providing nutritional meals, educational workshops, social and recreational activities. 2012-2013 Funding: $61,487

Play helps young children develop math skills

CCDH
Economic Independence for Persons with Disabilities: Advocates, coordinates, and provides supports and services to individuals with disabilities who are experiencing economic emergencies. 2012-2013 Funding: $31,104

Centro Campesino
Farmworker Center
Surviving the Foreclosure Epidemic: Provides free foreclosure prevention services and access to tools and resources for low to moderate income homeowners in distress. 2012-2013 Funding: $51,000

YouthPride: Serves students at high risk of academic failure in the Florida City/Homestead area in 2nd through 8th grades. 2012-2013 Funding: $95,625

Centro Mater Child Care Center
Centro Mater After-School: Offers socially, intellectually, culturally, and developmentally appropriate after school and summer camp activities to children 5 -12 years old. Funding: $32,470

Infant & Toddler Program: Provides high-quality, developmentally appropriate learning experiences to disadvantaged children. Funding: $47,600

Preschool Program: Provides high-quality, developmentally appropriate learning experiences to disadvantaged children. Funding: $106,250

CHARLEE of Dade County
Health Care Management Program: Utilizes medically trained staff to oversee the health care of children in the foster care system. Funding: $42,500

Independent Living Program: Prepares young people in foster care, ages 13 to 17, for their transition to independence through Life Skills trainings. Funding: $33,840

Reunification Services: Works closely with families who have had their children removed from their home to safely reunify with their children. Funding: $42,500

Children’s Home Society of Florida
Healthy Families Miami-Dade: Offers an intensive home-visitation program for at-risk families while the mother is pregnant and immediately postpartum. Funding: $78,082

Citrus Health Network
Assessment and Emergency Services: Serves severely mentally ill persons in crisis. Funding: $98,956

Family Refugee for Adolescents in Transition (FRAT House): Provides young adults, 18 to 23 years old, who are exiting the foster care system with transitional housing and other support. Funding: $35,278

Coconut Grove Cares
Barony After-School and Summer Program: Provides homework assistance, computer labs, and educational skill building activities to elementary aged children in West Coconut Grove. Funding: $68,000

Community Smiles
Creating Smiles: Provides oral health screenings, cleanings, and treatment of any cavities and fluoride/sealant applications to elementary school children in Overtown. Funding: $22,100

Cool Kids Learn
Achievers: A Saturday and summer program for under-privileged youth transitioning to middle school. Funding: $34,000

Decision CKL: Improves the decision-making skills of 4th and 5th graders to help them avoid risky behaviors. Funding: $21,152

Steps to Success: Increases student academic success via innovative year-long, out-of-school tutoring that emphasizes reading comprehension and technology skills. Funding: $31,946

Cuban American National Council
Economic Independence Program: Provides financial literacy training and case management to low/moderate income Hispanic residents in Little Havana and Hialeah. Funding: $30,600

Dave and Mary Alper Jewish Community Center
Early Childhood Development: Provides an enriching educational experience for children, ages 0 to 5. Funding: $15,679

Special Needs: Offers summer camp and “no school” holiday programs to children with special needs. Funding: $20,400

Summer Camp: Provides supervised activities including water safety and swim instruction for children during the summer. Funding: $27,826

Youth Obesity Program: Provides teens in underserved communities with skills, physical training, nutritional knowledge and behavior modification to help them lead a healthy life and to prevent adult obesity. Funding: $18,347

Douglas Gardens Community Mental Health Center
Outpatient Domestic Violence: Works with victims of domestic violence to help them establish a self-supporting, independent lifestyle which is safe, secure and free from abuse. Funding: $54,136

Easter Seals South Florida
Respite Program for Caregivers: Assists caregivers caring for an older adult family member by assigning volunteers to supervise and provide companionship and assistance to elders in their home. Funding: $25,500

Respite Services Saturday Facility: Encourages and strengthens family caregiver efforts and mitigates caregiver’s strain by offering on-site respite to caregivers of frail seniors or people with dementia on Saturdays. Funding: $28,050

South Florida Child Development Center: Offers an inclusive, high quality child care and educational environment serving children ages 2 months to 5 years both with and without special needs. Funding: $34,562

Empower U
HIV Care Connection Program: Utilizes strategies that are specifically designed to engage and test individuals at high risk for HIV and link those who test positive to health and support services. Funding: $62,050

Epilepsy Foundation of Florida
Medical Case Management: Provides a continuum of epilepsy care to minority and indigent clients with seizure disorders or epilepsy. Funding: $23,800

Psychological Services: Provides cognitive and personality assessment, individual and family counseling, and consultation to individuals with epilepsy and their families. Funding: $22,883

Family Christian Association of America
Sports Program: Promotes healthy lifestyles by promoting physical activity and good nutrition amongst youth in underserved neighborhoods through after-school programs and sports leagues. Funding: $57,800

Walking Tall Youth Development: Prepares youth to meet the challenges of adolescence and adulthood through a structured series of activities and experiences that help them obtain social, emotional, ethical, physical, and cognitive competencies. Funding: $38,250

Family Counseling Services of Greater Miami
Behavioral Health Services: Helps individuals and families explore and resolve sources of conflict in their lives and restore or improve their level of functioning, through family therapy and individual therapy for adults and children. Funding: $117,594

Children’s Case Management: Provides quality case management services and counseling to children and their families.
helping them to remain together. Funding: $103,961

**Girls Empowerment Initiative:** Assists girls between the ages of 12 to 14 who are remanded to Girl Power by the Department of Juvenile Justice because of criminal arrests with coping strategies, conflict resolution skills, anger management, and mentoring. Funding: $59,254

**GLBTQ Youth:** Aims to reduce the negative effects that cumulative risk factors can have on sexual minority youth by utilizing strengths-based counseling and care coordination services. Funding: $42,500

**Infant and Early Childhood Program:** Promotes healthy relationships and secure attachments in families to reduce and prevent emotional and physical maltreatment of children. Funding: $55,250

**The Journey Institute:** Empowers survivors of sexual abuse to heal and grow toward fuller and more satisfying lives by providing neighborhood based treatment for survivors and their families. Funding: $95,643

**Family Resource Center of South Florida**

Parenting Education: Utilizes an evidence-based intervention proven to lower the recurrance rate of child abuse and neglect. Funding: $44,506

**Florida Heart Research Institute**

Living for Health: Screens the underserved adults of South Miami-Dade County to identify those at risk for heart disease, stroke, and diabetes and connects them to necessary treatment and assists them in making healthy lifestyle changes to reduce their risk. Funding: $17,000

**Foster Care Review**

Foster Care Citizen Review: Utilizes trained volunteers to monitor the safety, well-being, and permanency of children in the child welfare system in Miami-Dade. Funding: $55,250

**Girl Scout Council of Tropical Florida**

Cooperative Learning & Experiential Groups: Prepares young girls and teens to be responsible citizens by organizing over 650 troops, led by trained, screened adult volunteers and advisors, in locations across Miami. Funding: $201,086

**Decisions for Your Life:** Offers comprehensive teen pregnancy prevention programming for pre-adolescent and adolescent girls in grades K-12. Funding: $59,188

**Daily Academic After-School Program:** Encourages academic interests and increases social competencies amongst the children served. Funding: $68,000

**Goodwill Industries of South Florida**

Vocational Rehabilitation: Employs people with disabilities with a skill level appropriate job, maximizing their earnings and benefits. Funding: $370,600

**Haitian Neighborhood Center, Sant La**

Employment Services: Works with the Haitian community to improve their employment and financial stability. Funding: $42,500

**Hearing & Speech Center of Florida**

Health Screening: Provides early childhood speech, language, hearing, and vision interventions. Funding: $65,068

**Hear Again:** Provides audiological evaluations and rehabilitative services, including the selection and fitting of hearing aids/accessories to individuals 55 years and older. Funding: $25,500

**Speech-Language and Occupational Therapy:** Identifies and serves the communicatively impaired of all ages and socio-economic backgrounds. Funding: $78,317

**Institute for Child and Family Health**

Functional Family Therapy: Works with families with adolescents involved in the criminal justice system, or at risk for such involvement to end or prevent such behavior. Funding: $51,741

**Outpatient Mental Health Services for Children:** Provides comprehensive mental health services for children with serious emotional disturbances, children incompetent to proceed to juvenile justice, and children in violent homes, including victims or witnesses of domestic and community violence who lack insurance. Funding: $161,691

**Zero - Five Population, Prevention and Treatment:** Offers prevention and treatment for children, ages 0 to 5, with emotional/attachment/behavioral difficulties and their parents. Funding: $66,112

**Jewish Community Services of South Florida**

Community Based Wellness Program for Seniors: Provides older adults, ages 60 years and over, with access to information, recreation, socialization, education, planned wellness, exercise and health support designed to help them maintain an independent lifestyle. Funding: $25,494

**Family Counseling:** Promotes the quality of life and the maximum achievement of the potential of a family by providing individual, couples and family therapy. Funding: $205,740

**Mental Health Services:** Provides intensive individual, couples, and family therapy to adults and children, to address the range of mental health issues. Funding: $111,289

**Older Adult Case Management Program:** Provides home visits, assessments, education, referrals and case coordination to the elderly living in isolation to enhance their well-being and independence. Funding: $40,000

**Senior Meals on Wheels Program:** Provides older adults with either a meal delivered daily or a package of frozen meals delivered once a week. Funding: $64,995

**Sexual Minority Youth:** Serves gay, lesbian, bisexual, transgender and questioning youth (GLBTQ), to reduce risk factors of cognitive, social and emotional isolation and address the unique issues faced by this population. Funding: $159,140

**Shalom Bayit Domestic Violence Prevention Program:** Provides information, support, care and guidance for survivors of domestic abuse. Funding: $76,000

**Little Havana Activities and Nutrition Centers of Dade County**

**Elder Meals Program:** Provides seniors, ages 60 and older. Funding: $25,494

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school, after-school, and summer services focused on achievements in attendance, grades, behavior, academic skills, test scores, character building and motivation to learn. Funding: $63,750

**Redlands Christian Migrant Association**

**Early Childhood Development:** Provides high quality early care and education to children, ages 0 to 5 years, from migrant and other low-income rural communities. Funding: $168,010

**Richmond Perrine Optimist Club**

**Naranja Youth Enterprises South (YES):** Provides youth in the Naranja community with self-esteem counseling, tutoring to address academic problems, school visits to monitor school progress, home visits to monitor the progress of youth at home, and job readiness training to expose youth to the world of work. Funding: $34,000

**Summer Youth Employment Program:** Provides disadvantaged youth who reside in high risk neighborhoods with paid work experience during the summer months. Funding: $54,094

**Salvation Army Miami Area Command**

**Family Services:** Focuses on homeless prevention by providing individuals with rent, utilities, and food assistance. Funding: $195,990

**Here’s Hope:** Provides a safe haven for homeless men, women and families infected or affected by HIV/AIDS while they work toward their primary goal of stabilizing their physical and mental health. Funding: $19,138

**Men's Lodge:** Provides a safe haven for homeless men who need temporary shelter while they work toward stabilizing their lives. Funding: $122,298

**Southwest Social Services Program**

**Enhanced Nutrition and Wellness:** Provides congregate meals, home-delivered meals, transportation and supportive services including nutrition education, recreation and health support to low-income elderly living in southwest Miami-Dade. Funding: $52,211

**Switchboard of Miami**

With over 13 specialty helplines, Switchboard offers counseling, crisis intervention, suicide prevention, and information and referral services to every caller, chatter or texter. Free, confidential, and open 24/7 every day. Switchboard's Contact Center services are offered in English, Spanish and Creole and other languages are available as well. With over 5,000 entries, they maintain the most comprehensive database of social services for the county. Switchboard answers nearly 180,000 calls a year and makes over 170,000 referrals to help individuals get connected to local organizations. Funding: $108,185

**United HomeCare Services**

**Caregiver Counseling, Education and Support Program:** Provides individual in-home counseling that targets high-risk caregivers and those caregivers with frail elderly currently on the waiting list for homecare services. Funding: $57,375

**Community Based Home Care Services for Disabled Adults:** Serves disabled adults who are unable to meet their own basic needs due to significant debilitating injuries and health conditions. Funding: $108,775

**Community Based Home Care Services for Frail Elderly:** Serves poor, frail older adults, ages 60 and above, with significant chronic conditions who are at high risk for nursing home placement. Funding: $416,900

**Urban League of Greater Miami**

**Achievement Matters:** Improves student achievement levels, test taking skills, and strengthens the social skills of Black American and other youth of color, in the Miami Dade-County Public School system. Funding: $157,250

**YMCA of Greater Miami**

**After-School Care:** Provides literacy enhancement, physical fitness, social skills building, and family involvement activities in public housing sites, schools, neighborhood centers, and YMCAs. Funding: $72,250

**Early Self Sufficiency Program:** Helps refugees, asylees, and new arrivals to the U.S. with educational and employment opportunities. Funding: $87,365

**Youth Crime Prevention:** Teaches positive decision making skills to promising youth with risk factors linked to criminal behavior. Funding: $29,790

**YWCA of Greater Miami**

**Early Childhood Development:** Provides high-quality early care and education to children ages 0 to 5 years from multicultural and socioeconomically diverse communities. Funding: $144,500

**Economic Empowerment Program:** Provides financial education and other money management skills to help individuals and families improve their financial stability. Funding: $47,600

**Family Wellness:** Provides under and uninsured women in Miami-Dade County with breast and cervical cancer educational activities and referrals with a specific emphasis on reaching women from the African American, Haitian, Caribbean, and Hispanic communities. Funding: $56,950

**Youth Program:** Helps youth develop vital skills and enhance their personal character through positive social interactions, anger management, conflict resolution, self-esteem enhancement, basic life skills preparation, community and multi-cultural projects, and positive family activities. Funding: $18,530
United Way is proud to partner with a broad range of community organizations that share our vision for a stronger community and embody the spirit of collaboration. Many are listed below. Together, we can accomplish much more than individually.

<table>
<thead>
<tr>
<th>Community Program Partners</th>
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<tr>
<td>ABC Grow</td>
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<td>ACCION USA – Florida</td>
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<td>Allegany Franciscan Ministries</td>
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<td>Alliance for Aging</td>
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<td>Barry University</td>
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MILLION DOLLAR ORGANIZATIONS

TOTAL GIVING OF $2 MILLION OR MORE
Publix Super Markets, Inc.

TOTAL GIVING OF $1 MILLION OR MORE
Baptist Health South Florida
Florida Power & Light Company/FPL FiberNet
- International Brotherhood of Electrical Workers Local 359 Miami-Dade County
- AFSCME Local 199
- AFSCME Local 3292
- AFSCME Local 121
- AFSCME Local 1542
- GSAF/OPEIU Local 100
- MDC International Association of Fire Fighters Local 1403
- Police Benevolent Association
- TWU Local 291
- Miami-Dade County Public Schools
- AFSCME Local 1184
- Dade County Public School Maintenance Employees Committee
- Dade County School Administrators Association Local 77
- Dade Association of School Administrators
- Fraternal Order of Police Lodge 133
- Teamsters 769
- United Teachers of Dade Local 1974
- Royal Caribbean/Celebrity Cruises
- University of Miami

TOTAL GIVING BETWEEN $500,000 AND $999,999
Assurant
Carnival Cruise Lines
Ferraro Family Foundation, Inc.
Greenberg Traurig, LLP
Lennar Corporation
The Northern Trust Company Ryder System, Inc.
UPS
- Americas Region
- Cartage
- Florida District
- Freight
- Teamsters Local 769 Wells Fargo

TOTAL GIVING BETWEEN $250,000 AND $499,999
Akerman Senterfitt
American Airlines
- Allied Pilots Association
- Association of Flight Attendants Council 33
- Association of Flight Attendants Council 59
- TWU Local 561
- TWU Local 568
- TWU Local 570 AT&T
- CWA Local 3121
- CWA Local 3122
- Sign, Display and Allied Trades Local Union 1175
- Bank of America Bilzin Sumberg Baena Price & Axelrod LLP
Carlton Fields, PA
Ernst & Young LLP
Jackson Health System
- AFSCME Local 1363
- GSAF/OPEIU Local 100
- SEIU Florida Healthcare Union 1199
- SEIU Local 1991

TOTAL GIVING BETWEEN $100,000 AND $249,999
Applebaum Foundation, Inc.
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Dolphin Digital Media
The Easton Group
Enterprise Rent-A-Car
FedEx Express Latin America and Caribbean
- Ground
- Ramp
- South Florida District
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- Florida International University
- AFSCME Local 3346
- FIU Faculty Senate
- SEIU Local 11
- United Faculty of Florida
- USPS Senate
- Holland & Knight LLP
- Interval International, Inc.
- ISACO International
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- LNR Property LLC
- MCM Corporation
- MasTec, Inc.
- Miami Dade College
- Miami Herald/el Nuevo Herald
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- Noven Pharmaceuticals, Inc.
- Perry Ellis International

TOTAL GIVING BETWEEN $25,000 AND $99,999
Aetna Inc.
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AvMed Health Plans
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- AFSCME Local 1907
- Miami Firefighters Local 1587
- Miami Fraternal Order of Police Lodge 20
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Goldman, Sachs & Co.
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TOTAL GIVING BETWEEN $10,000 AND $24,999

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BDO USA, LLP
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Blank Charitable
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Cargill, Inc.
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• AFSCME 161
• Fraternal Order of Police
Hialeah
• Hialeah Fire Firefighters Local
1102
City of Miami Beach
• AFSCME Local 1554
• CWA Local 1378
• Miami Beach Firefighters

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Mirabito
Robert Russell Memorial
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Seven-Up/Snapple
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Univision Radio
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HOW SUSAN AND RUSH NORTON LIVE UNITED

An accomplished attorney, Susan Potter Norton has been a trailblazer in Miami-Dade, serving our community with distinction as chair of the Greater Miami Chamber of Commerce, as president of the Orange Bowl Committee and as chair of the first $50 million United Way campaign. “I became involved because I thought I should give something back, I stayed involved because I received so much more than I gave,” Susan said. Over the years, she introduced her son, Robert, better known as Rush, to the work of United Way. He now serves on the United Way Young Leaders Executive Committee, focused on engaging more young professionals in volunteerism and service. “Seeing how Young Leaders continues to become a more impactful and premiere young professional organization gives me quite a bit of satisfaction. The stronger we are, the more we can do for others and, in the end that is the name of the game,” Rush said.
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HOW NELLY AND MIKE FARRA LIVE UNITED

Nelly and Mike Farra are long-standing Miami residents who care deeply about the education and health of their neighbors. Within their own family, they have created a culture that places a high value on education and they each volunteer time in support of education-related causes. Nelly and Mike are particularly passionate about the work of the United Way Center for Excellence in Early Education. Nelly envisions a future where the education system, from start to finish, is more imaginative and where more of our neighbors, those with school-aged children and those without, take a more active role. “It takes a village,” says Nelly, acknowledging that everyone in our community can and should play a part — from helping in the classroom, assisting teachers to be more prepared for the challenges they face each day, and just talking about education as an issue in our community.
HOW MARIA BLÉT LIVES UNITED

While working at her first job at Northern Trust, Maria saw a United Way campaign poster and committed to give a dollar a day. Every year since, she has committed to increasing her gift. In late 2002, Maria became a leadership giver and attended her first Women’s Leadership Breakfast. While attending the event, she realized that it was more than just a breakfast—it was an organized women’s movement. After serving in a variety of roles and recruiting legions of women to participate locally, Maria was recruited into national service. Today, she is the incoming chair of United Way Worldwide’s Women’s Leadership Council, a position she assumes with great “honor, pride and respect. I’m excited about helping to lead a movement of engaged women who are passionate about improving their communities,” Maria said.
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Female Young Leaders volunteer to make their community a better place
HOW BETTIE THOMPSON LIVES UNITED

When Bettie Thompson decided to move to Miami with her daughter Stefanie, she was looking to raise her in a more diverse cultural environment. And that’s what Bettie found in the place she has called home for more than 20 years and where she, too, found her place at the culturally diverse Miami Dade College (MDC). Bettie has served as MDC’s campaign coordinator for the past 15 years, and her love for our community continues to grow and the impact of her work, raising a total of more than $1.2 million for United Way, will surely be felt for years to come. Passing on the same values to her daughter Stefanie, an MDC and Barry University graduate, that she learned from her mother is how Bettie Thompson LIVES UNITED.

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* denotes chair or co-chair
At United Way of Miami-Dade, we take our role as stewards of contributor dollars very seriously. There is nothing more important than the trust our contributors place in us. We have institutionalized strict governance practices designed to maximize our community impact and ensure the highest standards of operational efficiency and effectiveness. A local board of directors comprised of business leaders from major corporations, organizations and philanthropists. A volunteer-led community investment process combined with advocacy efforts, in-kind giving and matching grants produces a return on investment of $2.17 for every $1 contributed to our community plan.

- Reporting and compliance requirements for each program funded by United Way of Miami-Dade that includes an annual unqualified opinion by independent auditors; adherence to all federal, state and local laws; maintenance of appropriate governance, financial and service records; written conflict of interest, non-discrimination, equal employment and continuity of operations plans; a commitment to delivering measurable outcomes, among other criteria.
- United Way of Miami-Dade staff conducts a yearly program evaluation of funded programs and provide training and on-going technical assistance.
- Our audit committee, consisting of accountants and other technical volunteers, conducts an in-depth annual review of agency financial statements.
- Three independent volunteer groups — the finance and administration committee, the executive committee, and the board — conduct a monthly review of our financial statements and an annual review of our audited financial statements and the Internal Revenue Service tax form 990.
- An investments committee meets regularly to review financial market performance and to make asset allocation decisions, with the goal of preserving and growing the value of our general and endowment fund assets to maximize the current and future benefit to the community.
- A gift acceptance committee advises United Way of Miami-Dade staff regarding complex or innovative gifts.
- An executive compensation committee reviews and recommends CEO and other executive compensation and benefits.

### Consolidated Statement of Financial Position

**Assets as of June 30, 2012**

<table>
<thead>
<tr>
<th>Asset Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$ 11,200,843</td>
</tr>
<tr>
<td>Receivables</td>
<td>16,880,227</td>
</tr>
<tr>
<td>Investments</td>
<td>28,436,918</td>
</tr>
<tr>
<td>Other assets</td>
<td>403,962</td>
</tr>
<tr>
<td>Land, property and equipment, net</td>
<td>28,579,024</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>$85,500,974</strong></td>
</tr>
</tbody>
</table>

**Liabilities and Net Assets**

<table>
<thead>
<tr>
<th>Liability Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts and other payables</td>
<td>$ 2,760,870</td>
</tr>
<tr>
<td>Agency allocations payable</td>
<td>25,608,137</td>
</tr>
<tr>
<td>Interest rate swap</td>
<td>1,782,900</td>
</tr>
<tr>
<td>Notes payable</td>
<td>13,615,000</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td><strong>$43,766,907</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Net Asset Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted</td>
<td>$ 33,070,894</td>
</tr>
<tr>
<td>Temporary Restricted</td>
<td>1,648,666</td>
</tr>
<tr>
<td>Permanently Restricted</td>
<td>7,014,507</td>
</tr>
<tr>
<td><strong>Total Net Assets</strong></td>
<td><strong>$41,734,067</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities and Net Assets</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Liabilities and Net Assets</strong></td>
<td><strong>$85,500,974</strong></td>
</tr>
</tbody>
</table>
STATEMENT OF ACTIVITIES

June 30, 2012

Revenues

Gross annual campaign .............................................................. 41,133,081
Provision for uncollectible pledges ............................................... (1,498,113)
Annual campaign, net ................................................................. 39,634,968
Grants ......................................................................................... 4,016,427
Special events ............................................................................. 965,697
Other support ............................................................................ 1,392,998
Total Public Support ................................................................... 46,010,090

Investment income and gains, net ...................................................(613,881)
Other income ............................................................................. 1,140,382
Total Revenues ........................................................................... 46,536,591

Expenses

Program expenses by volunteers .................................................. 16,681,470
Program expenses directed by donors .......................................... 22,270,103
Total Program Services ............................................................... 38,951,573
Fundraising expenses ................................................................. 2,788,670
Management and general ......................................................... 5,648,270
Other non operating expenses .................................................... 621,609
Total Expenses .......................................................................... 48,010,122

Change in Net Assets .................................................................. (4,473,531)

For audited report and IRS Form 990, visit unitedwaymiami.org.

In addition to revenues raised and the value of additional services generated, a broad range of United Way activities around key partnerships produced an additional $20 million worth of benefits to the community. It includes, but is not limited to, some of our work in support of the Miami-Dade County Public Schools and the Early Learning Coalition of Miami-Dade/Monroe among other institutions, our work with multi-national companies to improve early education in Latin America and the provision, at no cost, of United Way conference rooms to dozens of other community organizations.

* Includes allocations and grants to agencies and services as well as distribution of government money, matching gifts, value of services provided by volunteers (per The Independent Sector, valued at $21.79 per hour), and gifts in kind. The IRS Form 990 and the audited financial statements for fiscal year ended June 30, 2012 will be available at unitedwaymiami.org in Fall 2013 or upon request.
**1924:** Dade County Community Chest, the precursor to United Way of Miami-Dade, is founded

**1957:** Became United Fund

**1960s:** Responded to growing immigrant and elderly population

**Mid-1980s:** Created Response Pool to address emerging community issues – AIDS, Alzheimer’s, foster care

**1991:** Assisted displaced employees after the closures of Eastern and Pan Am airlines; created local Tocqueville Society to encourage major gift giving

**1992:** Coordinated volunteer and fundraising efforts in the wake of Hurricane Andrew

**1995:** Adopted new mission and market driven business planning

**1996:** Created GRASP, Guantanamo Refugee Assistance Project, in response to changing immigration policy, coordinating volunteer efforts in refugee resettlement; launched Young Leaders program to encourage giving and leadership development among individuals 40 and younger

**1998:** Created Operation Helping Hands in partnership with The Miami Herald to generate resources in response to natural disasters

**Late 1990s:** Earned national recognition for leadership giving programs

**2000:** Created Women’s Leadership program to celebrate service and philanthropy among women

**2001:** After the events of 9/11, created Miami Cares to respond to the local impacts of terrorists attacks

**2005:** Adopted outcomes investment process, aligning organizations, resources and funding with education, health and financial stability outcomes

**2007:** Opened United Way Center for Excellence in Early Education

**2008:** Launched United Way Shared Services which includes United Ways in Monroe, Broward and Alachua counties

**2008:** Admitted to Educare Learning Network, becoming seventh Educare center in the country. Educare of Miami-Dade

**2009:** Opened United Way Center for Financial Stability

**2010:** Responded to Haiti earthquake, generating and investing $2 million in relief and recovery efforts

**2011:** United Way Center for Excellence in Early Education Demonstration School earns NAEYC accreditation

**2012:** Long-time United Way volunteer Sue Miller becomes South Florida’s first recipient of the National Tocqueville Award

**2013:** In partnership with 11 United Ways in Latin America, the United Way International Initiative is launched focused on improving access to and quality of early education