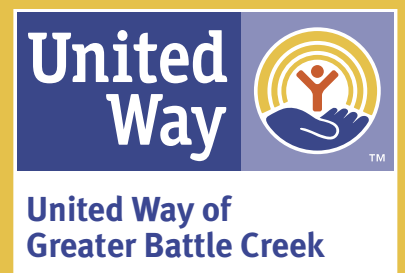




Photo by John Gevers©

Report to the Community

what matters.®



Success Story

See More Stories Like Alicia's

Alicia has a great story to share, but hers is just one story of the many lives touched through United Way-supported programs. United Way documented ten of those stories in 2006 and five more in 2007. The stories are part of a traveling photography exhibit entitled

"Faces United: Stories from United Way of Greater Battle Creek."

To see this exhibit, visit our website at www.unitedwaybattlecreek.org.

If you would like to display the exhibit in your workplace, call us at 269.962.9538.

www.unitedwaybattlecreek.org

Our Mission:

The mission of United Way of Greater Battle Creek is to mobilize the caring power of our community to measurably improve lives.

Our Vision:

Our vital, caring community will have strong families and children, brighter futures through learning and individuals who are healthy and self-sufficient.

United Way



United Way of Greater Battle Creek

United Way Success Story:

Alicia Freudenburg

Charitable Union beneficiary

Alicia received services from Charitable Union, which is funded in part by United Way of Greater Battle Creek. This is her story:

"I've been an alcoholic for years, but during a five-year period of sobriety, I got a college degree and began working in radio. I started to drink again. I lost my job and custody of my daughter and decided I needed rehab. I came out on cloud nine and started work on a Master's degree to be a counselor for addicted women. After lots of classes, I thought I had learned it all and could handle drinking again. Well, I couldn't. I justified my drinking because I was going through a time of remorse after losing two brothers. Instead of finishing my degree, I soaked my sorrows in alcohol.

When I was drinking, I tried to save the world by inviting strangers on the street to stay in my house. In



"Neither praise nor disgrace can touch you if you are humble and know who you are." - Mother Teresa

the morning, they and my TV set would be gone. Eventually, I went back into rehab and have been sober again for four years. I had absolutely nothing after rehab and had gotten far behind in my bills. So, I was sober again but I had lost my place to live, and my family had disowned me out of "tough love." I couldn't see my own child, I was

a college dropout, and I was unemployed because of felonies on my record.

The clothes I had gone into rehab with were worn out. I couldn't do anything without some decent clothes, and that's when I first learned about Charitable Union. I was so excited when I first went

there. Wearing nice clothes made me feel like I was functioning in society again. Because of the free clothes, I had money for bills I wouldn't otherwise have been able to pay. Finally, a year after getting sober again and searching for a job in clothes I felt good in, my old boss at the radio station—who knew what I had been through—hired me back. I got my daughter back, too. A year later I took a job selling ads on the back of grocery store receipts. I don't make much money, but I do the best I can. I'm going to finish my Master's degree and then find non-profit work helping others.

I don't think people who contribute to United Way really know how they help people who are trying to get back on their feet. United Way provides funds for so many important services in Battle Creek. A little bit goes a long way, and I am thankful.

I'm 38 years old, sober, and a good mother again. I quit smoking, I volunteer at Charitable Union, I help others struggling with addiction, and I have learned humility. Mother Teresa put it wonderfully when she said, "Neither praise nor disgrace can touch you if you are humble and know who you are." Through introspection and the support of my family, boyfriend and many people in the community, I have discovered who I am and what God wants for me."

Alicia's story was written in 2007.

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Our Board

Thank You for Your Dedicated Service

United Way of Greater Battle Creek's board of directors is made up of a group of very dedicated individuals representing many aspects of the community. They are an integral part of the United Way, providing guidance and leadership to the direction of this great community organization. In addition to attending monthly meetings, board members are asked to provide their expertise on various United Way committees such as: Planning and Investment, Finance, Community Relations and the Community Solutions Campaign Cabinet to name just a few. They are the backbone of the organization making investment decisions and leading the strategic direction for the future.

This year the United Way of Greater Battle Creek is saying good-bye to five members of the board. Erick Stewart, Reba Harrington, Dennis Bietsch, Gene Miyamoto and Michael Marshall. All have brought much insight and dedication to the board during their term.

Each year UWGBC works with area educators to find a youth to fill a position on the board of directors. For the past year Michael Marshall a student at Harper Creek High School has filled this role, bringing a voice for area youth to United Way.

THANK YOU!



"The United Way is very inspirational. It has been a tremendous honor to serve on the board with individuals committed to community."

- Reba M. Harrington, Esq.



"United Way is one of the best examples of community that I have known. It is a continuous effort of wonderful people and organizations generously serving those in times of need and giving to good works. United Way is a true expression of community."

- Gene Miyamoto



"It has been a personal and professional goal of mine to give back to the community in which I was raised and where I continue to live and work. My involvement with United Way has helped redefine my experience in giving. It has been a rewarding experience that has helped me meet both my personal and professional desire to make a difference."

- Erick Stewart



"The United Way of Greater Battle Creek is a flexible, innovative organization that focuses on improving lives in this community. All this is made possible by the continued

generosity of donors who want to make a difference."

- Dennis Bietsch

Board of Directors

Dale Kimball, CHAIRPERSON
Battle Creek Area Educators' Task Force

Denise Phillips, CHAIR-ELECT
Kellogg Company

Frank Hardgrove, 1st VICE CHAIR
Kellogg Retiree

Bill Pechota, TREASURER
National City Bank

Jackie DeHaan,
AGENCY REPRESENTATIVE
Guardian Finance & Advocacy Services

Janene Weis,
CHAIR COMMUNITY RELATIONS

Gene Miyamoto, CO-CHAIR CAMPAIGN
Battle Creek Health System

Erick Stewart, CO-CHAIR CAMPAIGN
Stewart Industries

Reba Harrington, CO-CHAIR PIC
Federal Center – DRMS

Kate Segal, CO-CHAIR PIC
Calhoun County Board of Commissioners

Dennis Bietsch
DENSO Manufacturing Michigan, Inc

Jan Burland
Battle Creek Unlimited

Kathy Griffey
Battle Creek Public Schools

G. Edward Haring
Kellogg Community College

Bill Knapp
Tri-County Labor Agency

Pastor Creighton Mabry
Abundant Grace Church

Rocky Marsh
BCTGM Local 3-G, Kellogg Company

Michael Marshall
Student, Harper Creek High School

Linda Miller
EmploymentGroup

William Muth
Kellogg Company

Jonice Neville
BCTGM Local 66-G, Ralston Foods

Kevin Patrick
RWDSU Local 374, Kraft Foods, Post Division

Luis Rivera
Calhoun County Sheriff's Department

Jerry Schmidt
W.K. Kellogg Foundation

Frank Walker
Federal Center - DES

Funded Programs

Program Delivery Partners

37th Circuit Court
 (The) Advocates
 (St. Philip Catholic Church)
 American Red Cross,
 Calhoun County Chapter
 (The) Arc of Calhoun County
 Battle Creek Community
 Foundation
 Battle Creek Family YMCA
 Big Brothers/Big Sisters
 Boy Scouts – Southwest
 Michigan Council
 Calhoun County Department of
 Public Health
 C.A.R.E.S. (Community AIDS
 Resource & Education Services)
 Catholic Family Services
 Charitable Union
 Community Action Agency of
 South Central Michigan
 Community Inclusive Recreation
 Community Unlimited
 DISABILITY Network Southwest
 Michigan
 Family & Children Services, Inc.
 Family Health Center of
 Battle Creek
 Food Bank of South Central
 Michigan
 Foster Adoptive Family Resource
 & Support Center
 Girl Scouts of Glowing Embers
 Council
 Guardian Finance & Advocacy
 Services
 Lakeview School District
 Legal Services of South
 Central MI
 Lifespan VNS & GSHC
 Michigan Heartland Goodwill
 Industries
 S.A.F.E. Place
 (The) Salvation Army
 Sexual Assault Services of Calhoun
 County (BCHS)
 S.N.A.P Preschool and Childcare
 Substance Abuse Council
 Volunteer Center of Battle Creek
 Washington Heights Community
 Ministries

United Way of Greater Battle Creek Community Solutions Fund Programs

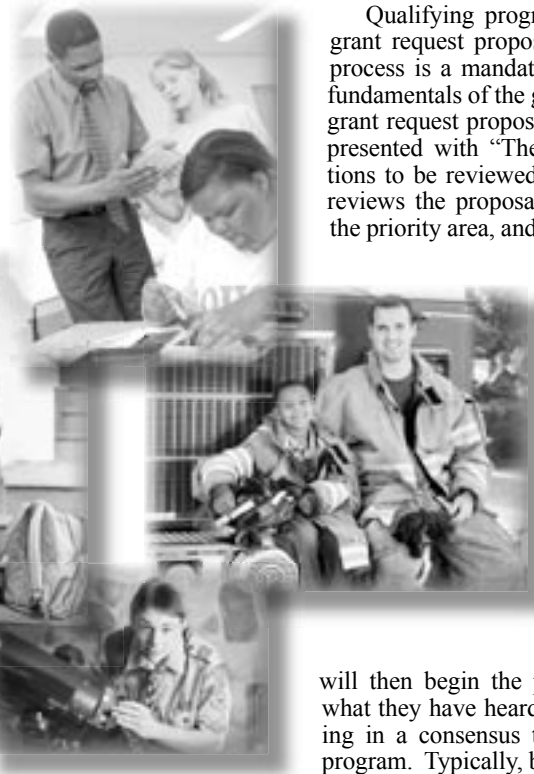
In '06-'07 United Way of Greater Battle Creek invested \$2,396,515 in programming through the Community Solutions Fund. Programs are funded in one of three priority areas: Strong and Successful Families & Children, Bright Futures and Community Safety Net.

In 1998, United Way of Greater Battle Creek shifted from annual grant funding to multi-year grant funding. This shift was made for many reasons including the allowance of funded programs to achieve projected outcomes based on multi-year financial support rather than having to seek competitive grant funding on an annual basis. This shift has also allowed for the grant review & allocations teams, made up of volunteer representatives from multiple sectors of the community, to focus on one priority area per fiscal year, ensuring the best possible use of Community Solutions Fund (CSF) resources.

The funding of priority areas are staggered so that each priority has its own funding cycle. The current priority area is **Strong & Successful Families and Children**. Local agencies submit proposals for investment consideration with a demonstrated focus on any of the following areas:

- **Nurturing youth**
- **Strengthening families**
- **Preventing teen pregnancy**
- **Positive youth development & behavior**
- **Opportunities for volunteerism**
- **Counseling service to individuals/families**
- **Increased foster and adoptive families**
- **Ensuring community involvement/opportunities for people with disabilities**

The current grant review process for Strong & Successful Families and Children was initiated in November 2007, with requests for Letters of Intent from agencies throughout the greater Battle Creek area with program(s) matching this particular priority area. The Letters of Intent were reviewed by an 8-member Allocations Team to eliminate any programs not aligned with the priority area.



Qualifying programs were then invited to submit a full grant request proposal. A unique part of the grant-making process is a mandatory application workshop to discuss the fundamentals of the grant application. Upon submission of all grant request proposals, the Allocations Team members were presented with "The Binder," a compilation of all applications to be reviewed under the priority area. The Team then reviews the proposals, eliminates any that do not fit within the priority area, and continues on with the application review process. The Team members are provided the opportunity to ask the questions of the agency proposals both through their own review, and also through the agency presentation process (February – March '08) in which each of the applying agencies is required to participate in one presentation, before the full committee, to discuss their proposal and program(s) in greater depth; another unique part of the Community Solutions Fund allocation process.

Upon completion of all agency presentations, the Allocations Team will then begin the process of discussing their opinions on what they have heard and read from the applicants, culminating in a consensus team funding recommendation for each program. Typically, by this point in the process, the volunteers have invested approximately 50 hours reviewing programs, listening to presentations and making funding decisions. The Planning and Investment Committee (PIC) will then review the recommendations and take them to the United Way board of directors for review and final approval. Fund allocation distributions for approved programs under this priority area will occur July 1, 2009 thru June 30, 2012.

Changing Lives - Strong & Successful Families and Children - \$1,001,885 in '06-'07

Service

United Way of Greater Battle Creek (UWGBC) is measurably changing lives by partnering with 33 local non-profit agencies operating 51 programs that are addressing numerous community issues. Agencies that fall under the Strong & Successful Families and Children priority area are in the midst of the allocation process to determine funding for the next three years. Currently, UWGBC is funding 15 local agencies that are operating 23 programs in this area.

Results

All programs funded by United Way of Greater Battle Creek are required to report results, or outcomes, of their services. Staff and trained volunteers track the reports to make certain meaningful outcomes are attained cost-effectively. The following is a sample of the results reported in 2006/2007 by programs receiving funding as part of

UWGBC's Strong & Successful Families and Children.

Strong and Successful Families & Children

- 500 hours of gang intervention and prevention training were provided to youth through The Advocates Boys' Club program in order to convey alternate choices, increase cross-cultural understanding and reduce gang participation.
- 1,903 low-income, at-risk children had access to In-School Scouting as part of their after-school activities, thanks to Girl Scouts of Glowing Embers Council.
- 1,600 individuals attended the Children of Children Exhibit, a community awareness campaign coordinated by the Teen Pregnancy Prevention Partnership (TP3) under the coordination of the Calhoun County Department of Public Health. The exhibit is a collection of stories of men and women ranging in age from 12 to 100

whose lives have been crucially affected by teen pregnancy. This powerful exhibition featured 50 black and white photographs, each accompanied by audio stories told by the individuals in the portraits. Each narrative offers clarifying insights about the struggles endured as a result of teen pregnancy and parenthood.

- 175 students, grades K-9, enrolled in summer programs aimed at enriching youth development, improving reading and math skills and instilling social skills through Community Unlimited's BLAST program.
- 278 youth participated in the Baby Think It Over program administered by the American Red Cross, Calhoun County Chapter. Each participating student (with parental consent) spends three days and two nights with an electronic baby that needs to be cared for. Students bring the baby to school, practices, and home with

them and care for it at all times. The purpose of the Baby Think It Over program is to help students realize the responsibilities of parenthood.

- 122 new child/mentor pairs were matched through Big Brothers/Big Sisters. By committing just a few hours of time each month these new mentors can have a BIG impact on the life of a child. Mentors take the activities they already do, and instead of going alone, they share them with their LITTLE brother/sister. It's things like playing a video game, watching a movie, and just hanging out talking that creates the opportunity to positively impact a child for life.
- 570 individuals participated in Kids on the Block puppet presentations through The Arc of Calhoun County Community Education program focused on advancing sensitivity to disabled and improving tolerance and caring toward others.

Strong & Successful Families & Children

(THE) ADVOCATES (St. Philip Catholic Church)
Juvenile Diversion
Boys' Club

AMERICAN RED CROSS, CALHOUN COUNTY CHAPTER
Baby Think It Over

(THE) ARC OF CALHOUN COUNTY
Community Education
Family Centered Services

LAKEVIEW PUBLIC SCHOOLS
Battle Creek Area Education & Health Collaborative

BIG BROTHERS/BIG SISTERS
Mentor/Companion

BOY SCOUTS - SW MI COUNCIL
Scouting

CALHOUN COUNTY DEPARTMENT OF PUBLIC HEALTH
Great Choices
Teen Pregnancy Coordination

CATHOLIC FAMILY SERVICES
The ARK

COMMUNITY INCLUSIVE RECREATION
Facilitating Social Inclusion

COMMUNITY UNLIMITED
Youth
BLAST

DISABILITY NETWORK SOUTHWEST MICHIGAN
Disability Rights Community Education

FAMILY & CHILDREN SERVICES, INC.
Teen Pregnancy Prevention
The Counseling Center
Foster Care & Adoption
Home-Based Services
You Are Your Child's Compass

GIRL SCOUTS OF GLOWING EMBERS COUNCIL
In-School Scouting

SEXUAL ASSAULT SERVICES OF CALHOUN COUNTY
Child Advocacy

VOLUNTEER CENTER OF BATTLE CREEK
Volunteer Services

Bright Futures - \$352,640 in '06 - '07

Bright Futures addresses needs in the area of literacy, education and child development. Programs in this priority area are intended to increase literacy among children, youth and adults. They also provide affordable preschool, childcare and child development activities to low-income families. In addition, Bright Futures programs work to increase education levels of adults by helping them attain their GED.

Community Safety Net - \$1,041,990 in '06 - '07

Community Safety Net aims to promote self-sufficiency along with equal access to healthcare and the fulfillment of basic needs to the community. Programs within this priority area work to address the needs of low-income people by providing such services as transportation, medical services for uninsured or underinsured people, affordable child care, food and clothing distribution and heat, water and mortgage/rent assistance. Such programs also aim to provide quality healthcare with an emphasis on prevention along with independent living assistance for those with disabilities.

Community Initiatives

Throughout 2006-07, United Way of Greater Battle Creek worked on a variety of important issues, such as emergency assistance funding, teen pregnancy and literacy. Dollars to address these community concerns come from the Community Solutions Fund, or the pool of undesignated dollars contributed by donors to United Way. Some initiatives, like those listed below, are funded outside the traditional allocation process because they are one-time expenditures, funded in part by outside grant dollars, part of community-wide collaborations or addressing an emerging issue.

Albion-Homer United Way Collaboration

Through a grant from the W.K. Kellogg Foundation, United Way of Greater Battle Creek and Albion-Homer United Way are collaborating and strengthening both organizations. In 2006, United Way of Greater Battle Creek began providing "back office" support to Albion-Homer United Way, including pledge processing, financial assistance and marketing support. The purpose of this collaboration is to ensure that the majority of Calhoun County residents are able to receive and benefit as a whole, from services supported by both United Way organizations.

Community Literacy Collaborative: \$117,000

In July 2004, United Way of Greater Battle Creek formed the Community Literacy Collaborative (CLC) in partnership with the Battle Creek Area Educators' Task Force. Since that time United Way has invested \$117,000 to support CLC's mission to create and implement a comprehensive and systemic plan for community-wide literacy initiatives from birth to adult. The CLC has four Literacy Action Teams working on improving literacy from early childhood to adult. In February of 2008, at the request of the Battle Creek Area Educators' Task Force, United Way adopted CLC providing leadership and housing their operations in the United Way office.

211: \$460,000

The 211 Call Center opened its doors in August of 2002 as a result of a partnership between United Way of Greater Battle Creek and the Volunteer Center of Battle Creek. Since that time United Way of Greater Battle Creek has invested \$460,000 to the 211 Call Center, which connects callers throughout Calhoun County to information about critical health and human services. By dialing the simple 2-1-1 number, residents can also be connected to volunteer opportunities. Call volume has steadily increased each year. In 2007, the 211 Call Center answered 34,524 calls, an increase of nearly 25% over 2006.

Days of Caring

UWGBC along with the Volunteer Center of Battle Creek has organized 14 annual Days of Caring, the most recent of which matched more than 2000 local volunteers with area service projects. Volunteers participated in many projects that included distributing fresh fruits and vegetables, preparing meals at the Salvation Army, remodeling a bathroom at S.A.F.E. Place and replacing worn steps in the Post-Franklin neighborhood.

Community Dental Access Initiative: \$30,000

The Dentists' Partnership is one initiative of the Community Dental Access Initiative which is supported by the Regional Health Alliance. In Calhoun County there are 41,000 residents with no dental coverage and 27,000 with only Medicaid Dental. Without this partnership many of these 68,000 individuals would have no access to badly needed dental services. United Way invested \$30,000 to help the partnership meet their goal of providing 11,000 services to 4,700 people in need.

By coming together we can change the way the uninsured experience dental care in our county.

Nonprofit Alliance: \$18,687

United Way provides annual funding to the Nonprofit Alliance, which provides services to agencies that partner with United Way. Those services include grant writing and research, board development and access to best practices among non-profits.

Community Development Credit Union: \$250,000

In February of 2007, United Way of Greater Battle Creek committed \$250,000 over five years in a community credit union that is due to open in the spring of '08. The credit union will be located at 20 W. Michigan Avenue, in downtown Battle Creek and seeks to provide an alternative to predatory and payday lenders and helps low- and middle-income residents get on the road to financial stability.

Heating Bill Payment Assistance: \$125,000

Data provided to United Way from the 211 Call Center provides critical information about the number of people who qualify for heating assistance but can't get help because Federal, State and other sources of assistance have run out. In December of 2004, there were no funds in the local community available to help low-income people pay their heating bills. In fact, in 2004 more than 52% of the calls received by 211 were categorized as unmet services due to the lack of funding. Since that time, United Way stepped up, engaging the support of SEMCO Energy to fund heating bill assistance to SEMCO customers who qualify through the Community Action Agency of South Central Michigan (CAA). In '06-'07 \$125,000 in SEMCO funding was distributed through CAA, resulting in an astounding 83% of requests for assistance being met in 2006 and 79% in 2007.

United Legacy Endowment

In spring 2007, United Way of Greater Battle Creek and the Battle Creek Community Foundation unveiled a groundbreaking partnership to build an endowment for United Way. The United Legacy Endowment seeks to provide United Way with the financial stability needed to survive during difficult times. It will also allow United Way the flexibility to continue addressing needs and issues in creative and innovative ways.

Community Partnerships

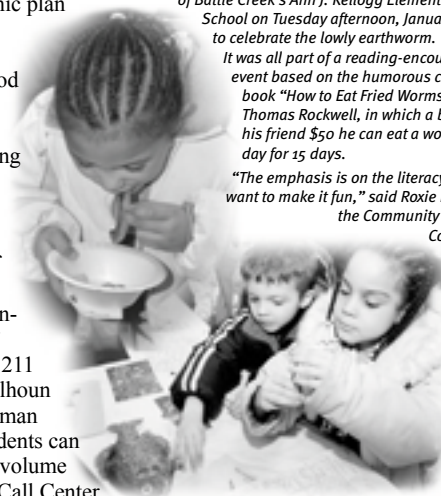
United Way of Greater Battle Creek participates in many community groups and provides staff time to support the efforts of many non-profits. For example, United Way participates on committees for the Homeless Coalition, Emergency Food and Shelter Program (EFSP), Common Commitment in Action, Community Development Credit Union, Family Resource Center, OB Advisory Committee, The Calhoun County Coordinating Council and much more.

More than 700 children packed the hallways of Battle Creek's Ann J. Kellogg Elementary School on Tuesday afternoon, January 15, to celebrate the lowly earthworm.

It was all part of a reading-encouragement event based on the humorous children's book "How to Eat Fried Worms," by Thomas Rockwell, in which a boy bets his friend \$50 he can eat a worm a day for 15 days.

"The emphasis is on the literacy, but you want to make it fun," said Roxie Perry of the Community Literacy

Collaborative, organizers of the event.



Photos courtesy of the Battle Creek Enquirer

What Matters

Organized Support - Labor workers contribute to the success of United Way year-round

The support United Way of Greater Battle Creek receives from local labor unions doesn't just happen during the Annual Campaign, it is a year-round relationship.

Currently there are four individuals from the labor community serving on the United Way board of directors. Jonice Hinds-Neville from BCTGM Local 66G, Bill Knapp from Tri-County Labor, Rocky Marsh from BCTGM Local 3G and Kevin Patrick from RWDSU Local 374.

In addition to their responsibilities on the board of directors, Kevin Patrick and Rocky Marsh have also served on the Community Solutions Campaign Cabinet, helping with fundraising efforts in the workplace. While the labor support is significant throughout the year, it is very evident during the United Way's annual Community

Solutions Campaign when local labor groups raise hundreds of thousands of dollars.

"I can't say enough about the tremendous support we receive from our local labor groups," said Mike Larson. "Their support throughout the year exemplifies their commitment to making Battle Creek a better place to live for all."

In 2004, in an effort to help convey the message of United Way to labor workers and their families, the Labor Kick-off Committee was developed to organize a family event. For the past four years, a labor picnic has been held at Binder Park Zoo with over 2,000 people participating. The day offers lunch to labor workers and their families in addition to admission to the zoo for a day of family fun.

This event is made possible through the gen-



erous support of: Counselors and USWA along with many generous corporate supporters.

AFL-CIO, BCTGM Local 3G, BCTGM Local 66G, CWA Local 4123, DTU 18/CWA Local 14503, RWDSU Local 374, UAW Region 1C, UFCW Local 951, Union



The Calhoun/Kalamazoo Union Counselors Association is also very active throughout the year. At any given time you are likely to find labor union

liaisons serving up pizza, nachos and beverages at the Kellogg Arena concession stands, all in an effort to raise as much money as possible to support families in the community. The Union Counselors Association provides much needed food and financial support to the Tri-County Labor food pantry in addition to distributing 50 boxes of food to families in need during the holidays. Mike Larson, president and chief professional officer of United Way of Greater Battle Creek serves as a representative on the Union Counselors community service committee.

The Union Counselors also take part in an annual conference at the UAW Family Education Center at Black Lake, with part of the conference being dedicated to discussing how the relationship between the unions and United Way can continue to be enhanced for the good of the community as a whole.

United

in unity is strength, in strength, stability, in stability, future

United Way of Greater Battle Creek has worked diligently and passionately to meet the growing needs of our community for more than 85 years. United Way has had a profound impact on the health and community by supporting families and programs that provide food, shelter, education and more.

Yet each year, United Way faces the challenge of an annual campaign, the success of

which dictates the level of community investment the organization can provide. As needs grow and change, and economic cycles fluctuate, it becomes essential to engage in strategic planning for resources that will help meet the challenges of tomorrow.

United Way of Greater Battle Creek and the Battle Creek Community Foundation bring together more than one hundred years of excellence in community building. Their respective strengths and expertise inspired leadership in both organizations to partner in building a unique planned giving and endowment program. These efforts will provide a lift in uncertain times, the ability to prepare for problems yet unimagined and a way to ensure United Way is in a position to leverage every opportunity for the good of the community.

Through the United Legacy Endowment, you can keep giving forever. This is because United Way invests the endowed funds through the Battle Creek Community Foundation to ensure resources for the future. All gifts to The United Legacy Endowment will support United Way of Greater Battle Creek perpetually, and the investment expertise of the Battle Creek Community Foundation will guide and administer those funds.



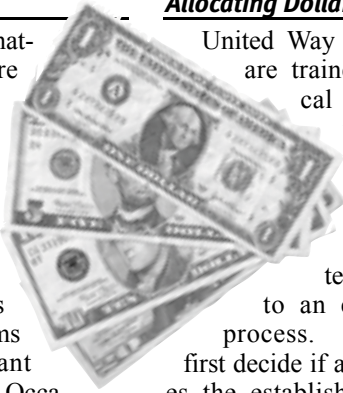
If you would like to receive more information about how to make a gift to United Way of Greater Battle Creek that lasts forever, please call Mike Larson or Sheila Cannatti at 269.962.9538 or send an e-mail to Legacy@uwgbc.org.

Financial Information

Where Did Your Dollars Go?

Creating Solutions

Most of the dollars donated to United Way are pooled together and then divided up among the areas where they can do the most good. The "pool" of unrestricted dollars is called the Community Solutions Fund and is used to support programs that address important community priorities. Occasionally, United Way receives donations that are "restricted" by the donor. Those dollars are simply passed on to a non-profit organization specified by the donor. When this happens, United Way has no way of tracking what is achieved with those dollars.

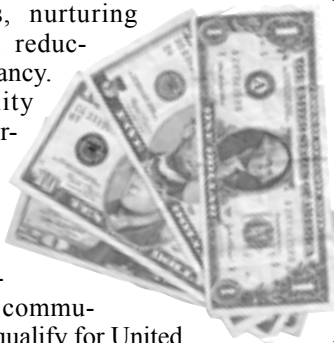


Allocating Dollars

United Way allocations teams are trained in the technical expertise needed to evaluate programs. Each application for funding is sent to an allocations team and subjected to an extensive review process. Team volunteers first decide if a program addresses the established priority area. Then, each program is evaluated for financial management, organizational capacity and the ability to accomplish the goals specified in the application. United Way wants to be sure funded programs are positioned for success and are making the very best possible use of the community's investment.

Setting Priorities

With the Community Solutions Fund, United Way of Greater Battle Creek supports programs through a number of agencies that serve area residents year-round. In order to receive funding, the programs must address needs that fall under one of three priority areas established with input from local residents and donors: Bright Futures, Strong & Successful Families and Children and Community Safety Net. The Bright Futures priority area is designed to advance literacy, education and equality. Programs falling under the Strong & Successful Families and Children priority area focus on strengthening families, nurturing the young and reducing teen pregnancy. The Community Safety Net priority area includes programs that work to promote health and self-sufficiency in our community. Programs qualify for United Way funding only after careful and thorough evaluation by trained volunteers who are part of United Way's allocations teams.



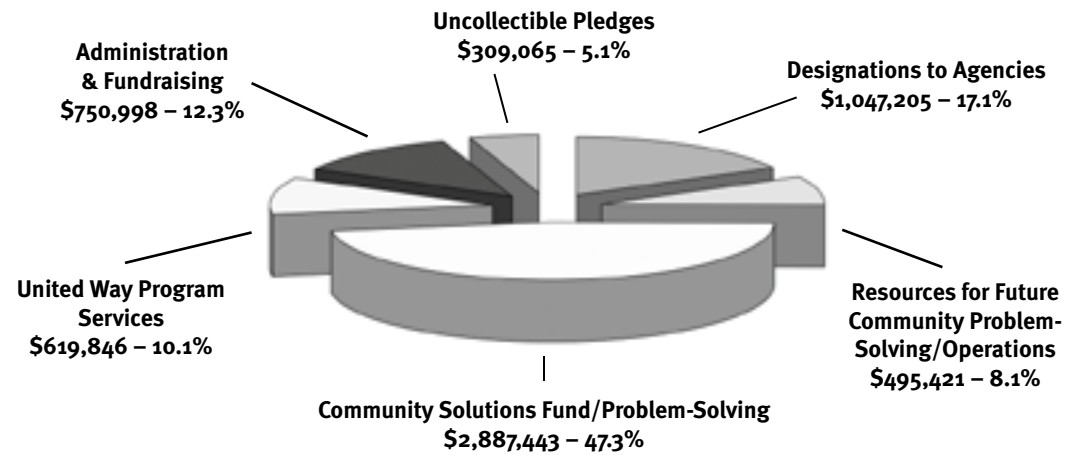
Assuring Success

In order to ensure donor dollars are well-spent, United Way requires year-end program reports detailing services provided and success rates. In other words, programs must track and report their results. Occasionally, United Way must initiate a corrective action plan for a program that isn't performing as promised. When corrective action fails to improve performance, United Way funding is withdrawn from that program.

Donating Smart

The result of this exhaustive review process is that donors can trust United Way to make sure their contributions are put to good use. United Way's review process ensures only effective programs are funded and that programs actually do what they say they will do. United Way's Community Solutions Fund is intentionally designed to guarantee smart use of donor dollars.

Financial Summary



See www.guidestar.org for IRS form 990.



Distribution of Net Resources Fiscal Year 2006-2007

| Resources | |
|---|------------------|
| Campaign pledges | 5,350,592 |
| Other Revenue | 759,386 |
| Total Revenue and Support | 6,109,978 |
| Less: Allowance for Uncollectible Pledges | (309,065) |
| Net Resource Available | 5,800,913 |
| Use of Resources | |
| Community Solutions Fund/Problem-Solving | 2,887,443 |
| United Way Program Services | 619,846 |
| Designations to Agencies | 1,047,205 |
| Total Community Programs & Designation | 4,554,494 |
| United Way Overhead | 750,998 |
| Resources for Future Problem-Solving | 495,421 |
| Use of Net Resources Available | 5,800,913 |

Community Solutions Campaign

2007 Top 10 Companies

- 1 Kellogg Company
- 2 W.K. Kellogg Foundation
- 3 Combined Federal Campaign
- 4 DENSO Manufacturing, Michigan, Inc.
- 5 Kraft Foods/Post Division
- 6 Battle Creek Health System
- 7 Duncan Aviation
- 8 Miller Foundation
- 9 Ralston Foods
- 10 I I Stanley

Highest Increase by Division

| | |
|-----------------------|--|
| Top 5 | Kellogg Company |
| Fort Custer | Stewart Industries |
| Commercial/Industrial | Duncan Aviation |
| Finance | Raymond James Financial |
| Insurance | Massachusetts Mutual Insurance |
| Government | Calhoun County |
| Education | Pennfield Schools |
| Human Service | Starr Commonwealth |
| Wholesale/Retail | Felpausch Food Centers |
| Health | Southwest Regional Rehabilitation Center |

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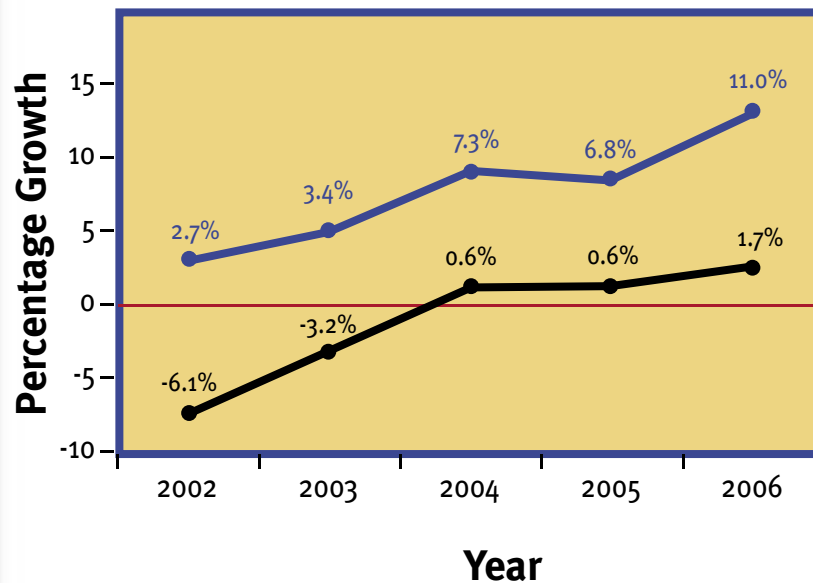
\$5.1 Million!

“We can’t say ‘Thank You’ enough to our fantastic Campaign Cabinet, all the businesses and organizations that run campaigns, the campaign coordinators and, most importantly, each and every donor!” - Erick Stewart, Campaign Co-Chair

“This \$5.1 million in pledges says so much about our community.” - Gene Miyamoto, Campaign Co-Chair

“Surpassing our goal is due in large part to the many hours put in by local volunteers,” said Mike Larson, president and chief professional officer of United Way of Greater Battle Creek. “Our campaign volunteers organized dozens of fundraisers. We are grateful for every penny raised. We pledge to continue ensuring that donations are wisely invested to help individuals in need.”

Campaign Trends by Percentage Growth for United Way of Greater Battle Creek vs All United Ways 2002-2007



United Way of Greater Battle Creek up 33.5% over 5 years

United Ways of America down 0.5% over 5 years

United Way of Greater Battle Creek

