

# AVENUES TO COMMUNITY

# 2017 - 2018

## ANNUAL REPORT



↓ Logo Update ↓



## **Dear Friends of Avenues to Community, Inc.**

This year we decided to combine the annual reports for 2017 and 2018. With the transition of Dane County from the Legacy Waivers to the Family Care, Partnership and IRIS Waiver programs in 2018, Avenues experienced more changes during this two year period than at any other time in the organization's history. It was extremely difficult to end the relationships with many of the people and families that we had known and supported for years. It was also a challenging time in terms of adapting to a new and uncertain business model.

In 2017, under our Dane County Department of Human Services (DCDHS) contract, Avenues provided Support Broker services to 424 people and provided Targeted Case Management services to 20 people. We also provided Support Broker services to 40 participants in IRIS who lived outside of Dane County and three people through private pay arrangements. We updated our branding materials by redesigning our logo and by making significant changes to our website. Our total revenue for 2017 was \$1,242,619 and our net assets increased by \$9,829 over 2016. At first glance, it would appear that Avenues had an extremely positive year in 2017 in terms of growth and revenue. Unfortunately, many of these changes were the result of preparing for Dane County's impending transition to the Family Care, Partnership and IRIS Waiver programs.

Based on our 2018 budget projections, including the ending of our DCDHS Support Broker and Targeted Case Management contracts and the uncertainty of the growth of our IRIS Support Broker services, we had to make the difficult decision to reduce our Support Broker staff from 14 to 10 positions. By April 30, 2018, Avenues ended services for all of the people supported under our DCDHS Support Broker contract. By August 31, 2018, we ended services for all of the people supported under our DCDHS Targeted Case Management contract. Throughout 2018 we served 355 participants in the IRIS program. Although the total number of people served in IRIS was higher than we anticipated, the average number of Support Broker hours approved through their IRIS plan was lower than anticipated; an average of less than four hours a month. Prior to 2018, the participants in IRIS that Avenues was serving had an average of eight hours of approved Support Broker hours per month.

In 2018 we discontinued our Day Trippers events and decided not to hold our annual Super Bowling fundraising event. We also did not have an annual consumer and family picnic which for me was always the highlight of my year. Our Board of Directors also changed with four long-term members ending their involvement and two new members joining. By the end of 2018 our Support Broker staff was further reduced from 10 to nine positions.

In all honesty, these last two years were probably the most difficult of my professional career. I know the staff at Avenues feels the same way. As challenging as all of this was, we made a choice. We chose to follow our mission and to maintain our values as an organization by continuing to provide Support Broker services in IRIS. We understand the need for Support Broker services in IRIS to assist participants and families with navigating complex systems and situations. We recognize that self-direction does not mean that the person or their family needs to do it all by themselves.

As we look toward the future, there is still uncertainty as to how Support Broker services in IRIS will be defined and how potential changes to the service definition might impact our organization. In the face of this uncertainty we will choose to remain optimistic. We will be humble yet fierce in our efforts to advocate for the need for Support Broker services in IRIS. We will also be nimble in our approach to any changes that may happen. As we explore different business opportunities and partnerships in 2019, I am encouraged that Avenues will continue to ensure people with disabilities and their families have the opportunity to lead self-determined lives.

**Kevin Keisling, MS**  
**Executive Director**

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## **Road to Success**

With final approval by the Avenues to Community, Inc. Board of Directors in December of 2002, the Road to Success Fund is a restricted account that consists of money raised through grants, specified donations received, and revenue over expenses from the Day Tripper events. Funds in this account can be carried over from year to year. The purpose of the Road to Success Fund is to provide financial support to consumers of the agency to assist with otherwise unmet needs. Money allocated to the Road to Success Fund cannot be used for administration, agency operating or personnel expenses. A committee made up of the Executive Director, an Avenues' Program Director, a family member, and an Avenues' consumer meets approximately three times a year to review requests. In the years 2017-2018, revenue for the Road to Success Fund totaled \$3,453, which included revenue over expenses from the Day Trippers events as well as an individual donation from Kimberly Stulo through the Baird Foundation. A total of \$5,220.09 in expenses was approved for 13 different consumer requests as well as costs related to the 2017 annual consumer and family picnic.

## **Future Fund**

The Future Fund is a Board designated unrestricted fund. This fund is used to offset expenses not covered by the Dane County or other contracts and can be carried over from year to year. In the years 2017-2018, Avenues received \$5,351.78 in contributions toward the Future Fund through Access to Community Services (ACS), as well as individual donations and donations made through the United Way.

## Access to Community Services

Avenues is a member of Access to Community Services (ACS), which is an umbrella group made up of numerous organizations working together to help people with disabilities and other challenges to live, work, play and succeed in our community. More than 3,500 individuals receive services from ACS organizations every year. ACS organizations are not affiliated with the United Way of Dane County. State of Wisconsin, University of Wisconsin, University of Wisconsin Hospital and Clinics, Dane County and City of Madison employees can contribute to Avenues through the Partners in Giving combined campaigns. Avenues is listed under Access to Community Services as number 512 in the Combined Campaign and Partners in Giving brochures. Avenues received \$2,147.65 in 2017 and \$1,810.93 in 2018 from donations made to Access to Community Services through these campaigns. For more information about ACS, please visit our website at <http://www.accesstocommunityservices.org>

### AVENUES TO COMMUNITY, INC. Madison, Wisconsin STATEMENTS OF ACTIVITIES For the Years Ended December 31, 2018 and 2017

	2018			2017		
	Net Assets Without Donor Restrictions	Net Assets With Donor Restrictions	Total	Net Assets Without Donor Restrictions	Net Assets With Donor Restrictions	Total
Revenues and Support:						
Contract Revenue	\$ 878,631	\$ -	\$ 878,631	\$ 1,221,032	\$ -	\$ 1,221,032
Contributions	2,606	1,500	4,106	2,745	8,500	11,245
Program Service Fees	9,270	-	9,270	8,085	-	8,085
Interest Income	559	4	563	696	5	701
Miscellaneous Income	2,131	-	2,131	1,555	-	1,555
Total Revenues and Support	893,197	1,504	894,701	1,234,114	8,505	1,242,619
Net Assets Released from Restrictions:						
Satisfaction of Program Restrictions	1,690	(1,690)	-	10,076	(10,076)	-
Total Revenue, Support and Reclassifications	894,887	(186)	894,701	1,244,190	(1,571)	1,242,619
Expenses:						
Program expenses	752,985	-	752,985	1,103,274	-	1,103,274
Administrative expenses	138,612	-	138,612	129,516	-	129,516
Total Expenses	891,597	-	891,597	1,232,790	-	1,232,790
Total Change in Net Assets	3,290	(186)	3,104	11,400	(1,571)	9,829
Net Assets at Beginning of Year	146,047	7,045	153,092	134,647	8,616	143,263
Net Assets at End of Year	\$ 149,337	\$ 6,859	\$ 156,196	\$ 146,047	\$ 7,045	\$ 153,092

## **Avenues to Community Board of Directors**

### **2017**

Jennifer Cotter  
Cheryl Homiak  
Ted Sehmer  
Adnan Elfarra  
Kevin Pachucki  
Cora Holloway

### **2018**

Cheryl Homiak  
Ted Sehmer  
Bruce Moffatt  
Michelle Bailey