

Avenues to Community, Inc.



2014
annual
report

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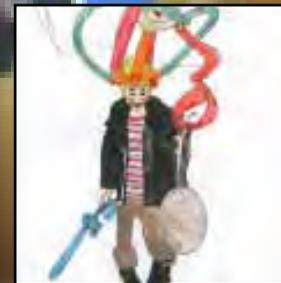
Encouraging Creative Minds



JEWELRY BY CARA SWEDEEN

Cara started Swedee's Handmade Jewelry with her sister when they were in elementary school. Cara has carried on the business since her sister went to college. She uses her love of bright color and pattern to create unique earrings, bracelets, keychains, necklaces and lanyards. Her business has been a great way for her to express her creativity, manage money, and make friends! Cara loves to do home parties and can also create special orders. Most of her items are \$5, which makes them the perfect gift. Contact her at swedeesjewelry@gmail.com and "like" her page at [facebook.com/swedees](https://www.facebook.com/swedees)

SKETCHES BY LAINHEY SINGER



Lainey is a talented young artist with a distinctive style. In 2014, she began her self-employment endeavor of art business at Artworking Studio in Madison. Lainey's self-employment goal is to build a gainful and sustainable art business, through commissioned work and selling prints of her original watercolor paintings. Watch for Lainey's art at the Artworking booth at Madison art fairs throughout this summer. Check out her website: missylainey.com or call (608) 442-5294 Ext 0 for more information.



Message From The Executive Director

No one does anything that is “important for” them (willingly) unless a piece of it is “important to” them.
The Learning Community for Person Centered Practices, Inc.

Dear Friends of Avenues to Community,

2014 was another year of expanding opportunities for our organization to provide services under different funding sources. Avenues now has two separate contracts with Dane County. One contract is to provide mandated service coordination/Support Broker services to over 300 people who are eligible for Community Integration Program (CIP) waiver services. The second contract is to provide Targeted Case Management services to 20 people who have Medicaid, who are not eligible for CIP waiver services, and who fall under the target group of having a developmental or intellectual disability, physical disability, or frail elder. Our organization continued to expand Support Broker services throughout the state to people in IRIS. IRIS is a home and community based waiver for long-term care services that allows people to self-direct their funding. Avenues also supported a few people who were interested in privately paying for our services.

Although the requirements under each contract are slightly different, the underlying responsibilities of providing a self-directed model of service coordination remain the same. The Support Broker’s role is to help people develop a person-centered plan of support that identifies their needs and goals. Actively involving the person in this planning process provides a systematic way to align resources that are meaningful to the person. This is a value based way of developing a plan by encouraging autonomy and empowering the person to try new things.

The stories in this report that people are willing to share reflect this value of encouraging independence by allowing people to determine what is important to them. When given the opportunity, and with a little help from others, people with intellectual and developmental disabilities can overcome obstacles and achieve great things. All of us at Avenues are thankful for the opportunity to celebrate these accomplishments together.

A handwritten signature in black ink, appearing to read 'Kevin Keisling'. The signature is fluid and cursive.

Kevin Keisling
Executive Director

A V E N U E S T O C O M M U N I T Y
M I S S I O N

SUPPORTING ADULTS WITH DEVELOPMENTAL DISABILITIES AND TRAUMATIC BRAIN INJURIES IN REALIZING THEIR DREAMS AND DESIRES BY HELPING THEM FIND THE SUPPORTS AND SERVICES THEY NEED TO LIVE AND WORK IN THE COMMUNITY.



WHO WE ARE

AVENUES TO COMMUNITY, INC. IS A NON-PROFIT ORGANIZATION THAT PROVIDES CASE MANAGEMENT SERVICES TO ADULTS WITH DISABILITIES. AVENUES STAFF, REFERRED TO AS SUPPORT BROKERS, DEVELOP PERSON CENTERED PLANS OF SUPPORT THAT IDENTIFY INDIVIDUAL NEEDS AND GOALS SO THAT THE PERSON CAN LIVE AND WORK IN THE COMMUNITY. EXPLORING COMMUNITY RESOURCES AND NATURAL SUPPORTS IS AN ESSENTIAL PART OF THE PLANNING PROCESS.

WHO WE SERVE

AVENUES PROVIDES SUPPORT BROKER SERVICES TO ADULTS OVER AGE 18 WITH DEVELOPMENTAL DISABILITIES, TRAUMATIC BRAIN INJURIES AND PHYSICAL DISABILITIES AS WELL AS FRAIL ELDERS. ACCEPTED FUNDING SOURCES FOR SERVICES PROVIDED INCLUDE:

- HOME AND COMMUNITY BASED WAIVERS (CIP 1A, CIP IB, CIP II)
- IRIS
- TARGETED CASE MANAGEMENT
- PRIVATE PAY

AREAS OF EXPERTISE

AVENUES' SUPPORT BROKERS FOCUS ON INDIVIDUAL CHOICE, BUILDING RELATIONSHIPS, AND COMMUNITY INVOLVEMENT FOR EACH PERSON. SUPPORT BROKERS ALSO VALUE FAMILY PARTICIPATION AND NATURAL RELATIONSHIPS. PARTICULAR SUPPORT BROKERS HAVE EXPERIENCE IN SPECIFIC AREAS INCLUDING PERSON-CENTERED PLANNING, BEHAVIORAL AND COMMUNICATION ISSUES, LAW ENFORCEMENT AND THE JUDICIAL SYSTEM, ISSUES OF AGING AND MENTAL HEALTH, AS WELL AS SUPPORTING INDIVIDUALS FROM MULTICULTURAL BACKGROUNDS.

SERVICES WE PROVIDE

INDIVIDUALS ARE ABLE TO INTERVIEW AND CHOOSE THEIR AVENUES SUPPORT BROKER. ONCE CHOSEN THE SUPPORT BROKER WILL HELP WITH THE FOLLOWING:

SPEND TIME WITH YOU AND THE PEOPLE WHO KNOW YOU WELL TO LEARN ABOUT YOUR PAST, WHAT IS HAPPENING NOW, AND WHAT YOU WANT IN THE FUTURE.

HELP YOU AND THE PEOPLE WHO KNOW YOU TO DEVELOP A PLAN THAT TELLS EVERYONE WHO YOU ARE AND HOW YOU WANT TO BE SUPPORTED.

HAVE CONTACT WITH YOU AND YOUR SUPPORT TEAM AS NEEDED. THIS INCLUDES, AT THE MINIMUM, A FACE TO FACE CONTACT WITH YOU EVERY THREE MONTHS, AND CONTACT EVERY MONTH WITH PEOPLE INVOLVED IN YOUR LIFE.

HELP YOU TO OBTAIN FUNDING FOR SERVICES AND IDENTIFY RESOURCES THAT ARE NEEDED FOR YOU TO LIVE SAFELY IN THE COMMUNITY.

HELP YOU, YOUR FAMILY, AND/OR YOUR SUPPORT STAFF ADDRESS AND COORDINATE YOUR MEDICAL CARE NEEDS.

ASSIST YOU IN IDENTIFYING SERVICE PROVIDERS.

HELP BRING YOUR SUPPORT TEAM TOGETHER AS NEEDED TO DISCUSS YOUR SUPPORTS.

ASSIST WITH REFERRALS TO OTHER SERVICES SUCH AS LEGAL ADVOCACY, HOUSING SPECIALISTS, THERAPEUTIC SERVICES, AND OTHER COMMUNITY RESOURCES.





Amy

Amy Quaerna has been a member of the Avenues to Community team since 2004 and became a Program Director in 2013. Amy cherishes the relationships that she's developed with the people she supports and their families. A native of Illinois, Amy moved to Madison to earn her Master's Degree in Social Work at UW-Madison. When not working, Amy enjoys reading and watching sporting events and loves outdoor activities including skiing, hiking and bicycling.

AVENUES Support



▲▲ CHERI

20 years at Avenues...and a wealth of experience! Cheri absolutely loves the work she does! Her focus has always been helping individuals have a good life, however they define that. Cheri is resourceful, a good listener and is willing to try new ideas. Cheri enjoys helping with planning and transitions of all kinds and appreciates people sharing their stories and lives, things that she continues to learn from.

After graduating from UW Whitewater with a degree in Social Work, Toni began her career as a vocational case manager before becoming a Support Broker at Avenues in 2006. Toni has worked with a diverse group of clients, focusing on individualized support plans, long term planning and life enriching opportunities. When not working, Toni enjoys spending time with her family and friends.

▶▶ TONI



▶▶ LISA

Lisa has been a Support Broker since 2011. She has experience in areas of transition, the medical system, teaching social skills classes and providing respite care. Her interests include being near or in lakes and rivers, reading the newspaper and going on family vacations.



◀◀ STEPHANIE

Stephanie has great compassion for people. She has been a Support Broker since 2006. She holds a Bachelors degree in Music Therapy and has many years of experience working with persons with disabilities in a variety of job positions and settings. She enjoys playing the piano, hiking, and spending time with her family and friends.



KATIE ▶▶

Katie is a Support Broker who recently joined the Avenues team in January 2015. She graduated from UW-Whitewater and then worked on a Capacity Building Project as a Community Connector in Sun Prairie. In her free time, she enjoys going to the many East Madison festivals in the summer, traveling, and spending time with family and friends.



AMY ◀◀

In 2006, Amy graduated from UW Whitewater with a BSW. Amy has worked in both vocational and residential settings helping people with different abilities. Amy started on the Avenues All-star team in March 2010. Amy spends a significant amount of time taking care of her four legged daughter, Chloe.



▲▲ BRIAN

Brian graduated from UW-Madison in 2009 and worked for a residential support agency for 5 years before joining Avenues as a Support Broker this past October. He relishes new experiences, enjoys studying philosophy, and loves spending time with friends and family. Brian is also an avid fan of cinema and travel.



Avenues Brokers

Josh

Josh Enslin has been a Program Director at Avenues since 2007. He has a passion for providing quality support to people with developmental disabilities. After graduating with social work degrees from Luther College and UW Madison, Josh worked in the residential field for 13 years, which has provided invaluable experience for his current position. The things that keep Josh busy are his family (including three rambunctious young kids), playing many sports, and jamming on the guitar at church.



Susan has been a Support Broker with Avenues since 2001. Prior to this, she supported adults with disabilities residentially as a case manager and program director. She holds a Bachelor of Science in Social Work from the UW Eau Claire along with a State Social Work license. She is the Host Site Coordinator for the UW's Best Buddy program, matching Avenues' consumers with university student volunteers.

◀◀ SUSAN



Veena has been a Support Broker at Avenues since 2002. She loves living in Madison and enjoys supporting people long term. Veena has a teaching degree and extensive social work experience with residential and supported employment services for adults with developmental disabilities and traumatic brain injuries. Veena enjoys travel, studying languages, dance, yoga and reading.

◀◀ VEENA



STEPHANIE ▲▲

Stephanie has been a Support Broker at Avenues to Community since July 2012. Most people who know Stephanie can attest to her contagious smile and personable approach. She brings with her a knowledge of various residential support models from her work in Green Bay and Madison and prides herself in her ability to think outside of the box. She enjoys singing, playing guitar and watching her toddler explore his new world.

Andrea has been a Support Broker at Avenues to Community since July 2012. Andrea appreciates what families and consumers have taught her over the years. Andrea enjoys reading and spending time with her husband and 4 year old daughter.

ANDREA

▶▶



HEIDI

◀◀

Heidi has been providing Support Broker services at Avenues since 2008 and has been working with people with disabilities since 2005. Heidi has a degree in Social Work and supports people with disabilities all over the state of Wisconsin through the IRIS program. She strives to help people live a life that is self-directed, and she is a compassionate, team player. Heidi enjoys a good sense of humor and spending time with family, friends, and her dog, Murray.

LESLEY

▶▶

Lesley has been a Support Broker at Avenues since 2013. She graduated from UW-Madison and then worked at a residential support agency for over 12 years. She enjoys volunteering for Big Brothers Big Sisters, traveling and spending time with her Boston Terrier.



Al has been a Support Broker with Avenues since 2002. His passion for helping people is evident through years of activism from his native land, Philippines. He is a team player, creative thinker and self taught graphic designer. Al is a health and fitness enthusiast.



▲▲
AL

MARK

by Veena Brekke

“ Who would not feel lucky to have someone like Mark in their life.....I do! ”

I feel fortunate to have known Mark since he started participating in Self Directed Services in January 2002. At the time we met, he had recently moved from living with his family on a family farm to living with a housemate in Madison with 24 hour residential support staff through Dreamweavers, Inc. Thirteen years later, Mark is proud of the independence he has gained. He now needs help from Dreamweavers staff less than 37 hours a week.

Mark has overcome several obstacles. He has learned to negotiate issues with his housemate and to deal with household responsibilities. He also learned how to handle the pressures of working as well as build social relationships that are safe. Mark loves walking to his job at Business Plan Administration (BPA). Mark has been an employee of BPA for 16 years and currently works about 22 hours a week. Recently, I received a call from Mark with a note of excitement stating “I moved”! Mark’s office cubicle moved across the hall and he was so proud to show me his new work space. Mark’s office area was the first one to be so well organized and decorated with his favorite photos of sports cars, his family, as well as a collage of Badger and Packer items.

Mark is a member of St. Maria Goretti church where he ushers two morning services on Sundays. He values his friend through the UW Best Buddy program. He loves traveling, biking, pottery, painting, making dreamcatchers, and recording music on his computer. Mark says that his greatest accomplishment was representing the United States in the 2009 World Special Olympics speed skating competition. Avenues’ Road to Success fund helped to pay for a personalized trainer to help him prepare for this event. Mark is currently a member on the Avenues to Community Road to Success fund committee.

Who would not feel lucky to have someone like Mark in their life.....I do!





“TYPING A BOOK OF MY THOUGHTS AFTER ALL THIS TIME IN SILENCE”.

CHARLIE

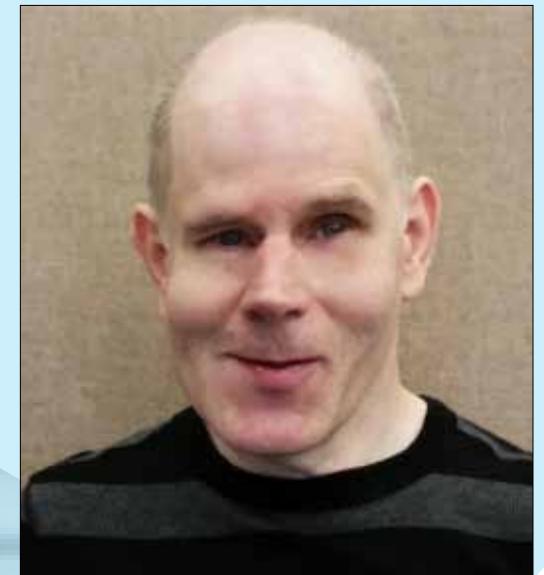
by Dawn Walstad, Residential Service Coordinator, Create-Ability, Inc.

Imagine living 49 years without a way to express your feelings using words. That is what it was like for Charlie. Charlie has autism and is non-verbal except for a few key words. At one of his team meetings the idea of Facilitated Communication (FC) was brought up. Charlie made very direct eye contact when he heard this and made it very clear that he was interested.

Kate McGinnity, an autism consultant from Cambridge, WI was contacted. She agreed to see Charlie and assess his ability and desire to try FC. Kate has an iPad with an app called iMean. This is a keyboard on the iPad that reads out loud the sentence that has been typed. Charlie sat down with Kate and started his journey into a world with words with which he could express himself. The first thing he typed was, “Typing a book of my thoughts after all this time in silence”. We were so pleased, but not surprised with how quickly Charlie took to this form of communication. This was the opportunity he had been waiting for; a lifetime of silence and finally the words had a way out. The next thing Charlie typed was, “I sit inside this full mind that is rusty with age wondering if the spigot of expression will again be turned to off.” Needless to say, as I sat next to Charlie during this first typing session I was moved to tears.

FC has opened up a new world for Charlie. He has a way to let everyone know what he is thinking and feeling. It has helped him to stop self-injurious behaviors; he reports that he used to do those things because his brain was under stress. Charlie says, “When I pull my hair it would help my brain get un-stressed”. Now he can release that stress by talking about things that are bothering him. He also attends an FC Group once a month where other people with autism come together to type and share their words and their stories. He has developed a very close friendship with a woman who he calls Stephanie Sparkles. Charlie says, “When Stephanie comes into the room, I see sparkles all around her”.

Since Charlie’s first typing session two years ago he has purchased his own iPad and is able to type with other people in his life. It is a slow, long process, but is well worth it to Charlie. Charlie’s goal is to work towards independent typing so that the non-believers in the world believe and listen.



NICK

by Lesley Bollig

“I DIDN'T THINK HE'D EVER MAKE IT THIS FAR ON HIS OWN.”



Nick began receiving MA Targeted Case Management services through Avenues in December 2013. At that time Nick was living with his grandparents who had raised him since he was a young child. His grandparents wanted Avenues to help Nick with planning for his future. They wanted to make sure that Nick could live independently in his own apartment so that he would not have to always depend on them. Nick's Support Broker helped him fill out numerous applications for subsidized apartments. In April 2014 he moved into an apartment on the north side of Madison. Nick's grandmother was grateful to have him living in his own apartment and said, "I didn't think he'd ever make it this far on his own." His Support Broker also helped him apply for energy assistance and FoodShare, helped him get his student loans forgiven, and helped him get connected with providers at Journey Mental Health Center.

Nick has learned to be more independent at home with cooking, cleaning, doing laundry, and taking his medications. He also started attending medical appointments independently using MTM for transportation and no longer needs to rely on his grandparents for transportation. Nick and his grandparents continue to see each other regularly and talk on the phone throughout the day. Occasionally they give him reminders to do things, such as to take his medications.

The location of Nick's apartment has been very good for him since he is close to a grocery store, library, pharmacy, restaurants, Warner Park, and other amenities. Nick enjoys walking and biking around Madison. He especially likes going downtown, to museums, to concerts, to farmers markets, as well as spending time with his older brother. Nick loves movies and reading. He sometimes reads a novel per day and has a wealth of information.

This last year, Nick reconnected with his biological parents who he had not seen since he was very young. Despite his anxiety with public transportation, he took the initiative on his own to take a bus to Minnesota to visit them. Nick has enjoyed establishing a relationship with his parents and his half-siblings. He especially loved a camping trip he took with his father in northern Minnesota last year.

All of these accomplishments have proven to Nick and his grandparents that he is capable of living on his own.

CHRIS

by Heidi Van Nurden

“Is it really possible? Can Chris live on his own? How would this work?” These were the burning questions that Chris’ mother, Jane, had on her mind for over five years. Chris, a 39 year old man with autism, lived in an Adult Family Home (AFH) in Milwaukee for 16 years. His entire adult life consisted of living with housemates with whom he got along, but didn’t have a lot in common. Due to the staffing structure in the AFH, Chris would have to tag along on activities, like sporting events, that didn’t really interest him. He also spent a lot of time in his bedroom, away from the commotion of the rest of the housemates and staff. Jane worried that the essence of who Chris is, was getting lost in the mix.

With the help of his family and support team, Chris developed a plan in which he would use his IRIS (Include, Respect, I Self-Direct) funding to hire a supportive home care agency to provide in-home cares. In November of 2014, Chris moved into his own, beautiful apartment in a friendly neighborhood in Bayview, WI. Chris now has choice about who comes into his home to provide his day-to-day support. He is learning to be more independent and takes pride in taking care of his new home. He also has choice about what kinds of things he does in his free time. With this transition came challenges which Chris’ team worked collaboratively to address. Chris now has choices, a home that reflects who he is, and a home that offers him opportunities to learn and grow.



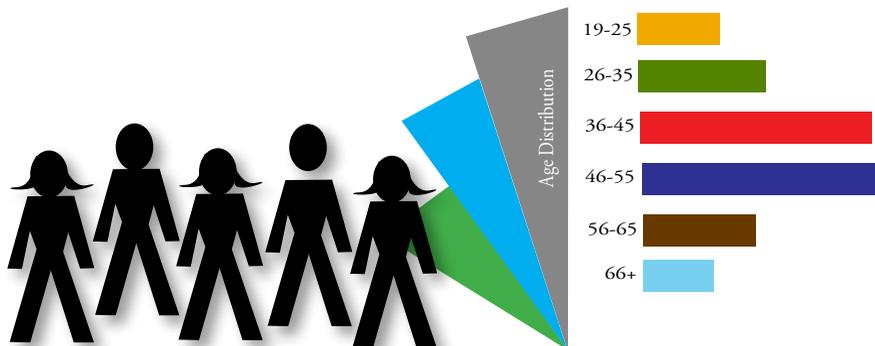
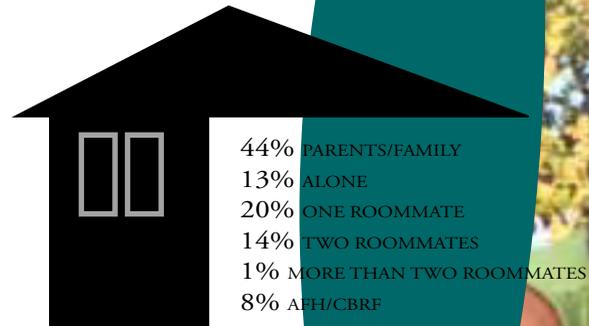
“IS IT REALLY POSSIBLE? CAN CHRIS LIVE ON HIS OWN? HOW WOULD THIS WORK?”

DEMOGRAPHIC INFORMATION

The living arrangements of the 327 different people served under the Dane County Support Broker contract in 2014 included: 144 lived with their parents or other family members; 41 lived alone in their own home or apartment without a roommate; 117 lived with one or more roommates; and 25 lived in an Adult Family Home (AFH). The majority of the people who lived alone shared residential support with others who lived in an apartment complex or other housing arrangement in close proximity to one another, typically called a clustered site.

Avenues Support Brokers play a critical role in working with other Broker agencies and residential providers to identify compatible roommate matches while recognizing the importance of individual choice. The distribution of living arrangements for the people that Avenues supports represents the various options that are available in Dane County based on needs and preferences.

Living Arrangement



Gender and Age Distribution

Of the 327 different people served under the Dane County Support Broker contract in 2014, 122 (37%) were female and 205 (63%) were male. The graph above demonstrates demographic information related to people's age. The highest percentage (25%) of people served were between the ages of 46-55. There were 72 people who were over the age of 55 of which 27 (8%) were over the age of 65. The age and gender distribution in 2014 was similar to that of previous years.

CALVIN

by Lesley Bollig

Calvin had wanted a communication device for a long time. In 2014 Calvin's name finally came to the top of the waiting list for the Waisman Center Communication Development Program (CDP). A speech therapist and an occupational therapist from CDP helped Calvin try out several different types of communication devices and programs and decided that an iPad would be the best fit for him. An iPad would allow Calvin to play games and go online in addition to using it as a speech generating device.

With help from Access to Independence and the Division of Vocational Rehabilitation (DVR) Calvin was able to purchase an iPad Air, a telescoping stylus, an iPad case, a mounting arm and platform to secure the device to his wheelchair, a carrying case for all of the equipment, and an iTunes gift card for \$160 to purchase the necessary software called TouchChat HD communication app. The therapists from CDP worked with Calvin and his team to personalize the iPad to best meet his needs. The therapists also provided ongoing communication training for Calvin to use his iPad functionally at his job at Victor Allens as well as at home and in the community.

Calvin really enjoys exploring on his iPad to see what's on it and trying out new games. One of his favorite games is "Bubble Mania" where he matches colors and pops bubbles using his stylus. The CDP therapists have also shown Calvin different apps such as "Our Story," an app for sharing stories using his own pictures, text, and voice output. The iPad is also useful for repairing communication breakdowns, especially for those who don't know Calvin well, as he can be extremely difficult to understand. It can also be used for making and receiving phone calls. For voice output on his iPad Calvin chose the "Saul" voice, which is an adult male hip hop voice, which his team all agreed is a perfect fit for his personality. Calvin is extremely happy to have his iPad and has picked up on using it very quickly. His team is glad he will be able to express himself more clearly and everyone is excited to see how his iPad will continue to enhance his life.



PERFORMANCE MEASURES

Data for the performance measures report on the following page was adapted from a program status report originally created by Dane County in 2006. This current report is based on consumers served through Avenues' Dane County Support Broker contract only and was slightly modified to account for contract funding returned. This data is based on information submitted to Dane County on the monthly 610 reports through December 31, 2014. The 610 report is used to tally the amount of time Support Brokers spend with each consumer every month. This time is documented by Support Brokers in monthly log notes, which are a record of the contacts the Support Broker has with, or on behalf of, the consumer. Minimally, Support Brokers are required to have a direct or collateral contact with the consumer and bill a minimum of .25 hours every month. They are also required to meet with the person every three months and review the person's service plan every six months. There are occasions when time spent by the Support Broker cannot be billed on the 610 report. This mainly occurs when a person is in a non-waiver allowable setting such as a hospital, nursing home, or institution. Although the Support Broker plays an essential and vital role with discharge planning and advocacy during these periods, this time is not reflected in the annual unit total. In 2014 Avenues tracked a total of 591.50 hours of non-billable time.

PERFORMANCE MEASURES INDICATORS

NUMBER OF MONTHS DATA REPORTED	Reports the number of months that units of service were reported on the 610 reports.
NUMBER OF PERSONS SERVED	This is the unduplicated number of consumers who had units of service reported during the year.
AVERAGE MONTHLY POPULATION (AMP)	This is the average number of consumers served per month.
AVERAGE BROKER CASELOAD SIZE	This is the average number of consumers served by a Support Broker based on a 1.0 FTE position. In 2014 Avenues had 12.6 FTE Support Broker positions.
UNITS OF SERVICE PROVIDED	This is the total number of units of service reported on the 610 report for the year.
CONTRACT AMOUNT	Indicates approved contract totals from Dane County minus funding returned. The 2014 amount does not include funding for the certification fee or Targeted Case Management services.
AVERAGE COST PER PERSON PER YEAR	This is the contract amount divided by the number of persons served.
COST PER UNIT OF SERVICE	This is the contract amount divided by the units of service reported in the given year.
FUNDING RETURNED	This is the amount of underspent contract funding which cannot be carried over from year to year.
NUMBER OF ADMISSIONS	Total number of new consumers to the agency added to the Avenues 610 report in the given year.
NUMBER OF TERMINATIONS	Total number of consumers who left the agency and removed from Avenues 610 report in the given year.
AVERAGE NUMBER OF HOURS PER CONSUMER PER MONTH (BASED ON AMP)	Reported for case management services only. This is based on the total number of units of service divided by the average monthly population served, divided by the number of months in a year.

Avenues also has a contract with Dane County to provide Medicaid Targeted Case Management services for up to 20 consumers who are eligible for Medicaid but not eligible for the CIP Waiver programs. In 2014 Avenues served 22 different consumers and received \$34,716 in revenue for Targeted Case Management services. In addition to the Dane County contracts Avenues provided Support Broker services to 24 different IRIS Participants, one consumer through a contract with Kewaunee County, and two consumers through a private pay arrangement.

PERFORMANCE MEASURES

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Actual</u>	<u>2014 Actual</u>
WORK OUTPUTS						
Number of months data reported	12	12	12	12	12	12
Number of persons served	304	290	294	292	312	327
Average monthly population (AMP) served	284	286	277	280	300	306
Average Broker caseload size	25	25	25	25	25	26
Units of service provided	16,056.25	16,827.00	17,201.50	17,370.50	18,180.50	18,593.50
EFFICIENCIES						
Contract amount	\$745,063	\$746,805	\$747,466	\$791,118	\$841,528	\$884,560
Average cost per person per year	\$2,451	\$2,575	\$2,542	\$2,709	\$2,697	\$2,705
Cost per unit of service	\$46	\$44	\$43	\$46	\$46	\$48
Funding returned	\$1,915	\$661	\$0	\$528	\$0	\$0
OUTCOMES						
Number of admissions	25	2	10	15	28	28
Number of terminations	17	6	17	9	12	12
Average # of hours per consumer per month ased an AMP	4.7	4.9	5.2	4.9	5.0	5.0

In 2014 Avenues provided services to more consumers, both in total served as well as average served per month, as compared to the last five years. There were 12 different people who were closed off the Dane County Support Broker contract census in 2014. The reasons for the closures included: three people passed away; one person was transitioned to Dane County case management services; two people transferred to a nursing home or other non-waiver allowable setting; one person transitioned into IRIS; one person voluntarily terminated services; and four people left Avenues to choose a Support Broker from a different agency. For the seventh year in a row, 1% or less of the total number of people served chose to leave Avenues to hire a Support Broker from another agency.



9TH ANNUAL SUPER BOWLING

THANK YOU TO OUR CORPORATE SPONSORS



Thrivent Financial

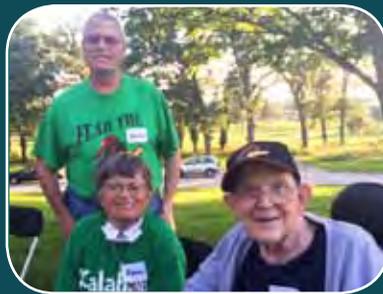


JN WOODWORKS
Home Remodeling Specialist



VON RUTENBERG VENTURES
Experience Waterfront Hospitality • A Tradition Since 1961





2014 Annual Picnic at Olin Turville Park

Day Trippers 2014





STATEMENT OF FINANCIAL POSITION

STATEMENT OF ACTIVITIES AS OF DECEMBER 31, 2014

Revenues and Support

Grant Revenue	\$ 1,035,226
Contributions	31,421
Interest Income	536
Miscellaneous Income	964
Program Service Fees	<u>6,210</u>
TOTAL REVENUE	\$ 1,074,357

Expenses:

Program Expenses	\$ 942,070
Admin Expenses	<u>104,506</u>
TOTAL EXPENSES	\$ 1,046,576

Total Change in Net Assets \$ 27,781

**NET ASSETS AT
BEGINNING OF YEAR \$ 101,548**

**NET ASSETS AT
END OF YEAR \$ 129,329**

STATEMENT OF FINANCIAL POSITION AS OF DECEMBER 31, 2014

Current Assets

Cash	\$ 154,642
Accounts Receivable	\$ 9,245
Prepaid Expenses	<u>\$ 9,564</u>
Total Current Assets	\$ 173,451

Net Fixed Assets \$ 15,000

Other Assets

Restricted Cash	\$ 10,445
Security Deposit	<u>\$ 3,224</u>
Total Other Assets	\$ 13,669

TOTAL ASSETS \$ 202,120

Liabilities and Net Assets

Total Current Liabilities \$ 72,791

Net Assets:

Unrestricted Board Designated	\$ 119,079
Temporarily Restricted	\$ 10,250

TOTAL NET ASSETS \$ 129,329

**TOTAL LIABILITIES AND
NET ASSETS \$ 202,120**

FUNDRAISING AND GRANTS

ROAD TO SUCCESS FUND

With final approval by the Avenues to Community, Inc. Board of Directors in December of 2002, the Road to Success Fund consists of money raised through grants, specified donations received, and revenue over expenses from the Day Tripper events. The purpose of the Road to Success Fund is to provide financial support to consumers of the agency to assist with otherwise unmet needs. The Road to Success Fund is a Board designated restricted account and funds in this account can be carried over from year to year. 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' Support Broker, a family member, and an Avenues' consumer meets approximately three times a year to review requests. In 2014 the committee approved nine different requests as well as expenses related to the annual picnic totaling \$6,803.

THE 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. Revenue for the Future Fund was increased mainly through the following activities:

SUPER BOWLING EVENT

The 9th Annual Super Bowling Event was another great success! Funds raised from this event totalled \$5,771. Avenues consumers, employees, friends, family members, and corporate sponsors participated in the event. The West Dane County Chapter of Thrivent Financial for Lutherans was a significant partner by contributing \$800.



Thrivent Financial

ACCESS TO COMMUNITY SERVICES (512)



Avenues is a member of Access to Community Services (ACS), which is an umbrella group made up of eleven 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. Individuals can contribute to Avenues and ACS organizations through State, County and City employer campaigns. State of Wisconsin, University of Wisconsin, University of Wisconsin Hospital and Clinics, Dane County, and City of Madison employees can donate 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. In 2014, Avenues received \$1,888 from donations made to Access to Community Services through these campaigns.

Avenues to Community, Inc.

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