



## **United Way of King County Strategy and Investment Plan**

### **Fiscal Year 2019**

*(July 1, 2018-June 30, 2019)*

In Fiscal Year 2019, United Way of King County will continue strategic shifts in our investment strategies and system change efforts to align with our vision of a community where people have homes, students graduate and families are financially stable. The FY17 Strategy and Investment Plan was a comprehensive document kicking off our five-year strategic plan, and the FY18 SIP was an update to the FY17 SIP. Many of the investment, leverage and influence strategies described in those plans will continue through 2020. This SIP, also an update, describes additional and revised strategies to be implemented in FY19.

The following guide the FY19 SIP changes:

- Continued refinement of impact strategies that will help us achieve our 2020 Strategic Plan Goals. In each of the three impact areas – people have homes, students graduate, and families are financially stable – FY19 takes another leap in the shift toward strategies being focused on impact, addressing racial disparities, leveraging restricted funding, and appealing to donors. We are increasing funding for key programs (including Streets to Home, Jobs Connect, Parent-Child Home Program, Reconnecting Youth, and Benefits Hubs) and making strategic changes to remaining investments (shifts or reductions).
- Our FY18 organization dashboard includes a high-level racial equity measure addressing disparities in each impact area. For FY19, each impact area includes specific racial equity measures and strategies that help with the overall measure.
- New “Responsive” fund. We plan to set aside \$2M of unallocated budget that will allow us the flexibility to take advantage of unanticipated public or private funding opportunities as they become available; and the ability to partner with donors to test out new donor-inspired strategies. The Responsive fund will be distributed when raised and can also hedge against impact on existing agency support if overall revenues are not realized.
- Support for United Way’s continued shift toward restricted fundraising.
- Opportunity to identify and incubate good ideas that help achieve 2020 Strategic Plan goals and may be prime to turn into focused fundraising efforts.

### **Crosscutting Strategies**

FY19 work continues three crosscutting areas: Racial Equity, Public Policy and Volunteer Engagement.

**Racial Equity:** Racial disparities exist in all three impact areas. Recognizing we will not achieve our ambitious strategic plan goals while these barriers to opportunity exist, United Way is committed to reducing disparities and addressing inequities. In FY19 we will be more focused, concentrating on strategies that affect the most vulnerable and on which we can have measurable impact. We will do this in part by addressing issues that disproportionately affect communities of color and work closely with those affected to create and fund solutions that enable greater equity.

We support organizations with demonstrated ability to effectively serve communities affected by racial disparities. Research shows that organizations that reflect the service population understand the barriers the communities face and how to effectively address them. In order to get the most effective, engaging and responsive services to those who need them most, our racial equity strategy has this dual approach:

1. Improve the cultural responsiveness of all the services we fund and
2. Support services designed and delivered by people from the affected communities.

Most importantly, to make sure our approach is on track, we establish and monitor concrete goals for reducing disparities and increasing racial equity. This FY19 SIP contains specific “narrow the gap” metrics in each of our impact areas: PCHP (families enrolled), Reconnecting Youth (student completions), Ending Homelessness (people housed through Streets to Home and Rapid Rehousing), and Financial Stability (people lifted above the Federal Poverty Level through Free Tax, Benefits Hubs and poverty reduction grants). Reduction decisions resulting from shifts in the FY19 budget will be informed in part by an analysis of impact on achieving our racial equity goals.

**Public Policy:** United Way’s public policy approach aligns closely with our investments and programmatic priorities to help achieve our community impact goals. To that end, we develop and implement state and federal policy agendas, and advocate for local issues where aligned with our goals. Advocacy for our agenda items is done in close collaboration with partner advocacy coalitions for each area we invest in. Criteria for United Way involvement in a policy issue include whether our voice can make a difference, whether we have the expertise and capacity to influence the issue, and whether it appeals to a broad group of stakeholders. We also engage key stakeholder groups in advocacy in ways that align with organization priorities, for example recruiting Emerging Leaders for partners’ lobby days, or asking donors to use social media to communicate about key legislative items.

**Volunteer Engagement:** In FY19, we will continue our approach of volunteering as a point of entry to United Way. We will continue to increase efforts to attract volunteers to organizations in our community, primarily through promoting our revamped United Way volunteer website. By continuing to improve the website and ensuring integration with internal systems, we will enhance volunteers’ experiences once they connect to an opportunity, whether through or with United Way. This work includes curating and marketing volunteer experiences to target audiences/companies, using service grants to agencies to develop high quality volunteer projects aligned with our priorities, and supporting external partners in creating meaningful projects. In delivering Project LEAD (leadership development program for people of color to be on nonprofit board members), we will build on 25th anniversary activities in FY18 to engage alumni with United Way and our priorities.

**Live United for Equity Fund:** For FY19, New Solutions will transform into the Live United for Equity Fund with the purpose to provide the most effective solutions that reduce inequities for low-income, immigrants, refugees, communities of color, and LGBTQI. Live United for Equity grants will serve as a catalyst for new ideas offering innovative and promising solutions that narrow the opportunity gap for underserved communities. We are eager to jumpstart projects that have the potential to get traction, leverage new resources and attract other funding. Projects will support an approach that brings together Emerging Leaders (as future philanthropists and fundraisers) and community resources to identify investments that are responsive to emerging issues in the community.

**United Way of King County**  
FY2019 \$29.9M

—\$14.2m—

6 Core Programs - Invest, Influence, Leverage

—\$13.2m—

Other Strategies

—\$2m—

Responsive Fund

—\$633—

Crosscutting

**People Have Homes**  
\$6.9m

Jobs Connect

Streets to Home

Crisis Response System

**Students Graduate**  
\$8.5m \$6.3m

Parent-Child Home Program

Reconnecting Youth

Child Care/Preschool

Early Intervention for Delays

Supportive Families

Keeping Youth Connected

**Families are Financially Stable**  
\$5.7m

Fuel Your Future \*

Free Tax Prep \*

Poverty Solutions

Benefits Hubs

Basic Needs

Opportunities from funders, R&D, new strategies

Public Policy, Volunteer Engagement, Racial Equity

\* Operating budgets are significantly higher than allocations - \$1m operating, 150 VISTA/ AmeriCorps Members, 1,000 Tax Volunteers

## Proposed Investment Changes for FY2019

	Total Allocation for FY18	Proposed Allocation for FY19	Change	Investment Changes for FY2019
Ending Homelessness	\$7,634,155	\$6,852,295	(\$781,860)	Increase funding for strategies that increase access to income and housing through Jobs Connect and Streets to Home (signature programs). Maintain funding for most investment areas that were open for competitive bid in FY17: Shelter, Permanent Housing, and Rapid Re-housing. Reduce funding for coalition support, transitional housing, day centers, non-time limited housing for youth, and integrated care improving housing stability. End contracts for YV Lifeset and outreach and engagement.
Early Learning	\$8,935,000	\$8,510,000	(\$425,000)	Increase child care/preschool support for families with significant barriers (homelessness, developmental delays, behavioral issues, abuse/neglect, other trauma). Maintain PCHP (signature program), Early Intervention, Racial Equity Innovation Fund, Supportive Families (formerly support for parents, slightly different frame). Reduce coalition support, child care/preschool support for general low-income population.
Supporting Youth	\$6,760,118	\$6,285,118	(\$475,000)	Maintain Reconnecting Youth (signature program). Maintain service delivery system investment. Reduce Keeping Youth Connected (dropout prevention). End Middle Grade Success investments (FY18 already announced as final year, funded at 50%).
Financial Stability	\$5,807,000	\$5,686,860	(\$120,140)	Increase funding for signature strategies that increase income including Benefit Hubs, Free Tax Prep, and poverty solutions. Maintain Poverty Solutions Grants awarded July 2017 and Fuel Your Future investments. Reduce funding for people in emotional distress, people who experience disaster, hunger and emergency food. End contracts for employment training, housing stability, and emergency disaster preparation.
Crosscutting	\$127,000 \$238,415 \$66,000 \$150,000	\$127,000 \$250,415 \$106,000 \$150,000	\$0 \$12,000 \$40,000 \$0	Maintain volunteerism infrastructure and group project support. Live United for Equity Fund (formerly New Solutions) Increase VISTA investment to accurately reflect increased costs. Planning; Capacity; Membership Dues.
Responsive Fund	\$250,000	\$2,000,000	\$1,750,000	New flexibility.
<b>Total Budget</b>	<b>\$29,967,688</b>	<b>\$29,967,688</b>		

# Ending Homelessness

Goal: 50% reduction in the number of unsheltered people in the annual One Night Count

## Case

King County continues to face a homelessness crisis. The 2017 annual [point in time count](#) found 11,643 people in King County without a permanent place to call home. 5,000 of these people are unsheltered – living in tents, cars and on our streets. These men, women, children, veterans and seniors are our neighbors who deserve a consistent and safe place to rest, shower, and dream. Despite the robust economy that benefits many people in our region, the most vulnerable among us face homelessness due to the rising cost of housing, limited capacity of our mental health system, and growing opioid epidemic.

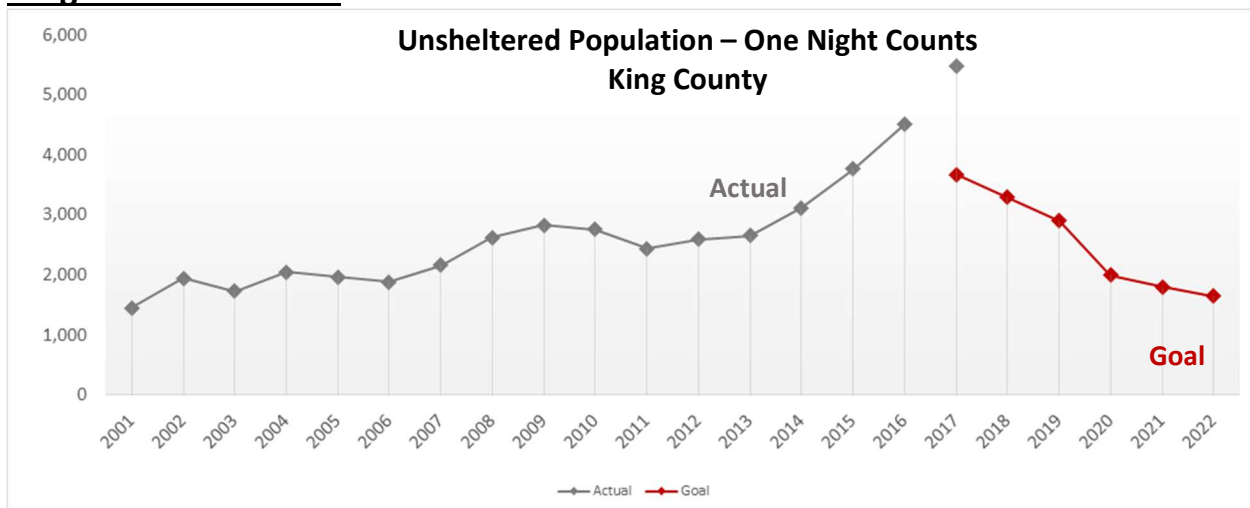
We are especially concerned that people of color are disproportionately experiencing homelessness. An estimated 55% of individuals experiencing homelessness in Seattle/King County identified as people of color. We are committed to investing in services that most effectively serve people of color and are working with partners to develop a comprehensive homeless prevention program to reduce people of color from becoming homeless in the first place.

## The Role of United Way

United Way works to reduce the number of unsheltered people in King County by 50%. We know the affordable housing crisis is a key element of homelessness, but believe this cannot be an excuse to allow 5,000 people to live outdoors. We have aligned resources in recent years with proven practices that bring people indoors and we are working to leverage public funding to make changes at scale. We also:

- Focus investments on connecting people to housing and jobs through Streets to Home and Jobs Connect.
- Align our Ending Homeless investments with recent consultant recommendations and the City of Seattle Pathways Home plan. We prioritize moving people from the streets and shelter into homes.
- Reduce racial inequities by investing in homelessness prevention, supporting programs that effectively help people of color move out of homelessness, and influencing public policies that disproportionately affect communities of color such as source of income discrimination.

## Progress toward Goal



## **What's Working**

The growth of homelessness in our region is impossible to miss. Whether a result of domestic violence, medical challenges, job loss or something else; when someone becomes homeless, it is a true personal crisis. United Way invests in organizations that help people experiencing homelessness get back on their feet. We know that a “housing first” philosophy works and with guidance from the recent [Focus Strategies and Barb Poppe reports](#) we are focusing our efforts. We believe that by diverting people from the emergency shelter system, moving long-term stayers out of shelter, and holding ourselves and providers accountable for strong results, we can significantly reduce the number of unsheltered people in King County. One indicator of progress is the 7,500 households moved into housing in 2016. That is 50% more than a few years ago.

United Way focuses on scaling the impact of our signature efforts to connect people with housing and jobs. Jobs Connect has grown tenfold since the pilot in spring 2016. From one outreach and job training partner connecting 163 people to jobs, we are now investing in 10 providers, with a commitment of employing 1,000 people in FY18. Our Streets to Home diversion program has gone from serving 584 single adults to working with families and domestic violence survivors, with the goal of serving 1,000 people this year.

We also continue to raise the public and political will to end homelessness through our annual Community Resource Exchange. This one-day event connects 1,000 people to resources and mobilizes hundreds of community volunteers and donors.

## **Strategies for FY2019**

Despite our work, homelessness remains a crisis throughout King County. In FY19 we will invest \$6.8 million to reduce the number of people experiencing homelessness. Our portfolio will reflect our increased focus on housing and jobs while maintaining support for an effective crisis response system. The portfolio also reflects the end of grants we made through the Campaign to End Chronic Homeless, a \$20 million investment over the last decade.

In FY 2019, we are continuing our investments in youth homelessness by integrating them into our overall strategies. It reflects some planned reductions in funding for grants that are not signature programs or part of our coordinated response system. In addition, our efforts have shifted to a partnership strategy with All Home which recently received a \$5.4 million, 2 year grant to address youth homelessness.

We believe the most important thing we can do right now is help people experiencing homelessness access housing and jobs. Housing is hard to find in our community but not impossible when we are creative about engaging property owners, offering options for shared housing, and reducing housing barriers. For people who are able to work, employment can be a path to financial and housing stability. That is why we are scaling up our [Streets to Home](#) and [Jobs Connect](#) programs.

### **1. Streets to Home: Help 1,600 people access housing**

- Invest in expanded Streets to Home diversion program that provides outreach workers with discretionary dollars to help people get back on their feet. We will expand the model to service more homeless youth and young adults.
- Deploy Streets to Home AmeriCorps Members to divert people from shelter system.
- Invest in programs that rapidly re-house people.

- Increase access to housing by influencing and investing in the design and implementation of a system that quickly connects people experiencing homelessness with available units.

**Jobs Connect: Increase income for 1,500 people experiencing homelessness**

- Invest \$2 million in job training and placement programs that connect unsheltered people with temporary and permanent jobs.
- Utilize the Jobs Connect van and local partners to conduct outreach to unsheltered people.
- Support people in attaining jobs by meeting basic needs – lockers, clothing, showers, and supplies they need to show up ready to work.
- Increase investments in employment through coordination with public and private funders.
- Engage employers to connect people experiencing homelessness with jobs.

**2. Make Homelessness Rare, Brief, One-Time**

- **Support a Coordinated Crisis Response System for youth, young adults, families, and single adults**
  - Invest in strategic outreach efforts to bring unsheltered people indoors
  - Invest in and support Coordinated Entry for All to ensure that all people experiencing a housing crisis have fair and equal access and are quickly identified, assessed for, and connected to housing and homeless assistance based on their strengths and needs.
  - Invest in effective low-barrier shelter programs that quickly move people out of homelessness.
- **Provide housing to most the vulnerable**
  - Chronically homeless people maintain supportive housing through investments in supportive services.
  - Invest in transitional housing for young adults and domestic violence survivors.

**Proposed Investment Changes for FY2019**

	FY18 allocation	FY19 allocation	Change
Increase Jobs Connect via RFP <i>Signature program ready to scale/All contracts open for competitive process</i>	\$1,073,500	\$2,000,000	\$926,500
Increase Streets to Home (Includes Rapid Re-Housing and Landlord Engagement) <i>Signature program ready to scale</i>	\$1,707,451	\$2,000,000	\$292,549
Maintain Outcome #1452 - Supportive Housing	\$792,569	\$792,569	0
Maintain Outcome #1492 - Housing case management	\$50,000	\$50,000	0
Maintain Outcome #2118 - Housing First: Non-time limited Permanent Housing	\$318,850	\$318,850	0
Maintain (substantially) Outcome #2115 - Emergency Shelter	\$1,229,000	\$1,187,333	(\$41,667)
Maintain Community Resource Exchange	\$25,000	\$25,000	0
Reduce Outcome #1413 - Coalition Support, HMIS <i>Multi-year commitments are ending as of June 30, 2017</i>	\$305,000	\$150,000	(\$155,000)
Reduce Outcome #2105 - Transitional Programs <i>Further reduce funding for transitional housing and shift to Streets to Home</i>	\$430,000	\$113,543	(\$316,457)
Reduce Outcome #2116 - Outreach and Engagement Hygiene and Day Center sites	\$245,000	\$115,000	(\$130,000)

	FY18 allocation	FY19 allocation	Change
<i>Reduce funding for day/outreach centers; prioritize funding outside Seattle</i>			
Reduce Outcome #2113 - Non time-limited supportive housing for youth <i>This is a planned reduction in funding for grants that are not signature programs or part of our coordinated crisis response portfolio</i>	\$142,500	\$100,000	(\$42,500)
End Outcome #1453 - Outreach and Engagement <i>This is a planned reduction in funding for grants that are not signature programs or part of our coordinated crisis response portfolio</i>	\$93,000	0	(\$93,000)
End Outcome #1481 - King County Staff Support <i>Multi-year commitments are ending as of June 30, 2017</i>	\$45,000	0	(\$45,000)
End Outcome #1495 - YV Lifeset <i>This is a planned reduction in funding for grants that are not signature programs or part of our coordinated crisis response portfolio. United Way made a large upfront investment in YV Lifeset and is supporting efforts to identify government and philanthropic funding.</i>	\$268,000	0	(\$268,000)
End Outcome #2422 - Integrated care improving housing stability <i>This is a planned reduction in funding for grants that are not signature programs or part of our coordinated crisis response portfolio</i>	\$210,500	0	(\$210,500)
End Outcome #2421 - Housing stability for homeless with co-occurring disorders <i>This is a planned reduction in funding for grants that are not signature programs or part of our coordinated crisis response portfolio</i>	\$394,000	0	(\$394,000)
End Outcome #2423 - People with chronic health issues receive integrated care <i>This is a planned reduction in funding for grants that are not signature programs or part of our coordinated crisis response portfolio</i>	\$31,360	0	(\$31,360)
End Safe Place, Outreach and Engagement and Commercially Sexually Exploited Youth Project. <i>This is a planned reduction of multi-year commitments for Mockingbird Engagement, Commercially Sexually Exploited Youth Project, Safe Place; we are moving homeless outreach and engagement to STH to align with a signature program.</i>	\$273,425	0	(\$273,425)
<b>Total</b>	<b>\$7,634,155</b>	<b>\$6,852,295</b>	<b>(\$781,860)</b>

### Racial Equity strategies

United Way will work to reduce racial inequities by investing in grantees that effectively help people of color access and maintain housing and jobs. In FY19, of the 1,600 people we expect to house through Streets To Home, our goal is that more than 65% will be people of color. We have joined the All Home



Coordinating Board in a formal commitment to improving outcomes for the American Indian/Alaska Native Population experiencing homelessness in King County. We will also focus on policies that reduce barriers to housing and jobs for people of color - this includes supporting efforts to eliminate Source of Income Discrimination.

**Influence systems and public policy**

United Way will lead efforts to align funding and strategies to end homelessness as a key partner in All Home. Through a shared MoU with the City of Seattle and King County, we will influence our public partners to ensure homelessness funding is aligned with system performance measures. United Way contracts will be awarded and evaluated based on these performance measures.

We will use the expansion of Jobs Connect to influence a broader conversation about connecting people experiencing homelessness with jobs. Our annual Community Resource Exchange event will provide an opportunity to educate the public about the issue of homelessness and convene partners to discuss solutions. Finally, through our public policy efforts we will work at local, state, and federal levels to influence legislation that increases funding for programs that prevent and end homelessness and support bills that reduce barriers to employment for former offenders and reduce the financial burden of court fees and fines on communities of color.

**Leverage resources**

United Way will maximize our \$6.8 million in homelessness investments by aligning our dollars with public funders and look for opportunities to leverage additional funds. We will leverage AmeriCorps members to support and scale Streets to Home and bring more people indoors. We will also seek opportunities to leverage relationships with employers and public resources to expand Jobs Connect.

# Early Learning

Goal: 80% of kids are ready for kindergarten

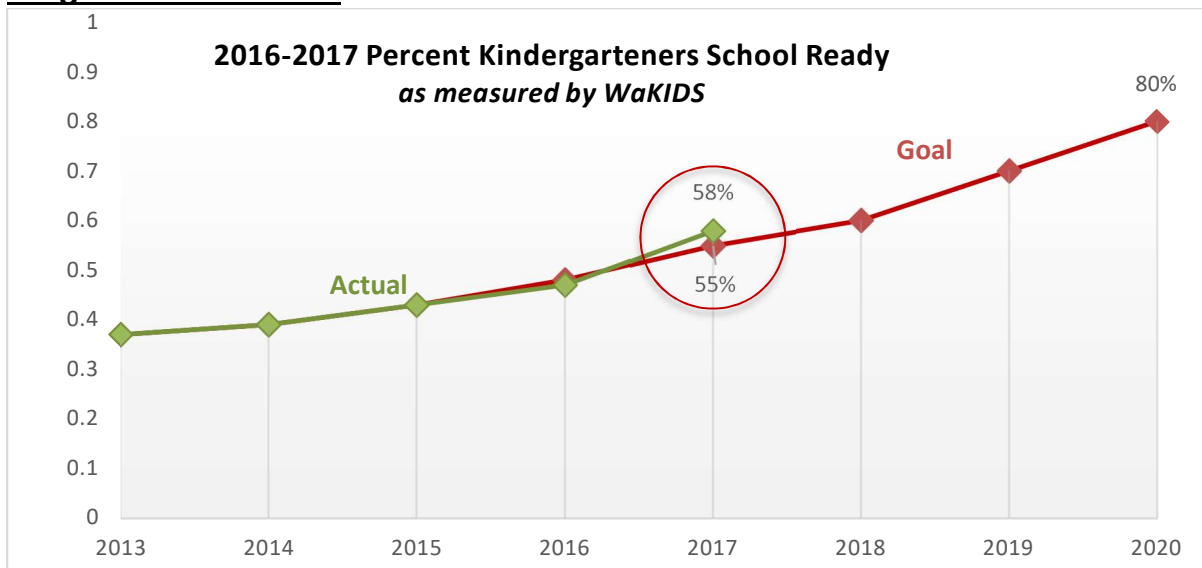
## Case

With just 58% of children entering kindergarten in King County in the fall of 2016 assessed as having the necessary skills to succeed, and significantly lower levels of readiness for children of color, low-income children, and English Language Learners, it is clear that there is great need for early support for young children and their families. When we invest in education up front, long before young children ever set foot in school, we have the greatest impact on long-term educational success and the best chance to eliminate disparities.

## The Role of United Way

United Way invests in strategies that not only support children directly, but also help families of young children so they can prepare them for educational success and advocate for their educational needs. We analyze and respond to the specific needs of populations with significant barriers such as homelessness, developmental delays, behavioral issues, and abuse and neglect.

## Progress toward Goal



## What's Working

While there is still a long way to go to meet our 2020 goal, and disparities in readiness for children of color, low-income children, and English Language Learners persist, the metric is moving in the right direction and at an accelerated pace. [Program evaluation](#) we have invested in supports our thinking that our most significant contribution to this progress has been our support for parents, through both the [Parent-Child Home Program](#) and other parent education investments.

In the child care/preschool arena we are hearing that our dollars have the most impact when they focus on populations that face barriers that layer on top of poverty. We are therefore shifting our funding from general supplemental support for child care and preschool for low-income families to a more focused strategy of investments that reduce significant barriers for families in accessing and benefiting

from child care and preschool. These barriers include but are not limited to homelessness, trauma, developmental delays, behavioral issues and abuse/neglect.

In our first year of funding two racial equity innovation projects we are seeing opportunities for system changes that we believe are scalable, and we are eager to see how those develop as the year progresses and build on them.

## **Strategies for FY2019**

The following are strategies United Way will employ during FY19 to ensure that children are prepared to succeed in kindergarten and that disparities in readiness are eliminated:

- 1. Prepare 1,300 children for success in school through the Parent-Child Home Program**
  - Make direct investments and coordinate braided public-private investment (partnership with City of Seattle and King County).
  - Influence City of Seattle Families and Education Levy.
  - Influence City of Seattle Department of Education & Early Learning funding.
- 2. Strengthen child care and preschool services and systems to better support children facing significant barriers**
  - Invest in child care and technical assistance for programs serving children with special needs, including those who have experienced abuse or neglect.
  - Broaden our support for child care solutions for homeless families based on what we learn from our initial grant in FY18.
  - Invest in family child care.
- 3. Stimulate innovation around equity solutions**
  - Build on results of the first round of Racial Equity Innovation Fund grants. Use results/findings from the grants to influence other providers and spread strategies found to be effective.
  - Open second opportunity for innovation fund grant(s) mid-FY19.
- 4. Continue support for the birth-to-three early intervention system**
  - Invest in strategic portfolio of direct early intervention services.
  - Leverage federal and county early intervention dollars.
  - Explore opportunities to address equity issues in the education pipeline for early intervention professionals.
- 5. Educate and support parents/families in their unique role in supporting young children's readiness for success in school**
  - Invest in parent education.
  - Invest in parent advocacy.

## Proposed Investment Changes for FY2019

	FY18 allocation	FY19 allocation	Change
Increase Outcome #2006, #2013, and some parts of #2005 - Child care/preschool support for families with significant barriers (homelessness, developmental delays, behavioral issues, and abuse/neglect, other trauma). <i>Shifting child care/preschool strategy to focus on highest need</i>	\$601,000	\$730,000	\$129,000
Maintain Outcome #1433 and #1466 – Parent-Child Home Program	\$6,050,000	\$6,050,000	0
Maintain Outcome #2409 - Early Intervention	\$400,000	\$400,000	0
Maintain Outcome #2014 - Racial Equity Innovation Fund	\$100,000	\$100,000	0
Maintain Outcome #2215 - Supportive Families (formerly support for parents, slightly different frame).	\$800,000	\$800,000	0
Reduce Outcome #1424 - Coalition support <i>Reducing large grant amount in favor of funding for direct services</i>	\$120,000	\$90,000	(\$30,000)
Reduce Outcome #2209 and part of #2005 - Child care/preschool for general low-income population <i>Shifting child care/preschool strategy to focus on highest need</i>	\$864,000	\$340,000	(\$524,000)
<b>Total</b>	\$8,935,000	\$8,510,000	(\$425,000)

### Racial Equity strategies

Goal: Of the 1,300 children projected to be served in the Parent-Child Home Program in FY19, 1,105, or 85%, will be children of color. In addition, we have set a goal that 280 of the families we enroll will be from groups furthest from the goal of kindergarten readiness (American Indian, African American/Black, Hispanic/Latino, and Pacific Islander).

### Influence systems and public policy

United Way will continue to advocate for increased federal and state support for home visiting programs and expansion of eligibility to include our signature program. We will be active in shaping the renewal of the City of Seattle Families and Education Levy. We will continue to advocate for the important role that parents play in their children’s education, using the connections we have to educate decision-makers about the importance of parent engagement. We will continue advocating for increased state investment in dual language classrooms, child care, and preschool programs.

### Leverage resources

Our investment in the Parent-Child Home Program will leverage millions of dollars in public funding. We will maximize our early intervention dollars by aligning them with those invested by King County Developmental Disabilities Division.

# Supporting Youth

Goal: 50% of disconnected youth are on the path to success.

## Case

An estimated 14,000 youth in King County at any given time have no high school diploma or viable job prospects. When we give low-income youth who are at risk of never getting that high school credential an expanded set of educational options, we set them up for meaningful education and employment. Investing in a system of community-based organizations and public education programs working in partnership to serve these youth addresses gaps in program supply, access and quality, creates necessary infrastructure, and leverages millions of dollars in public funding to sustain the services.

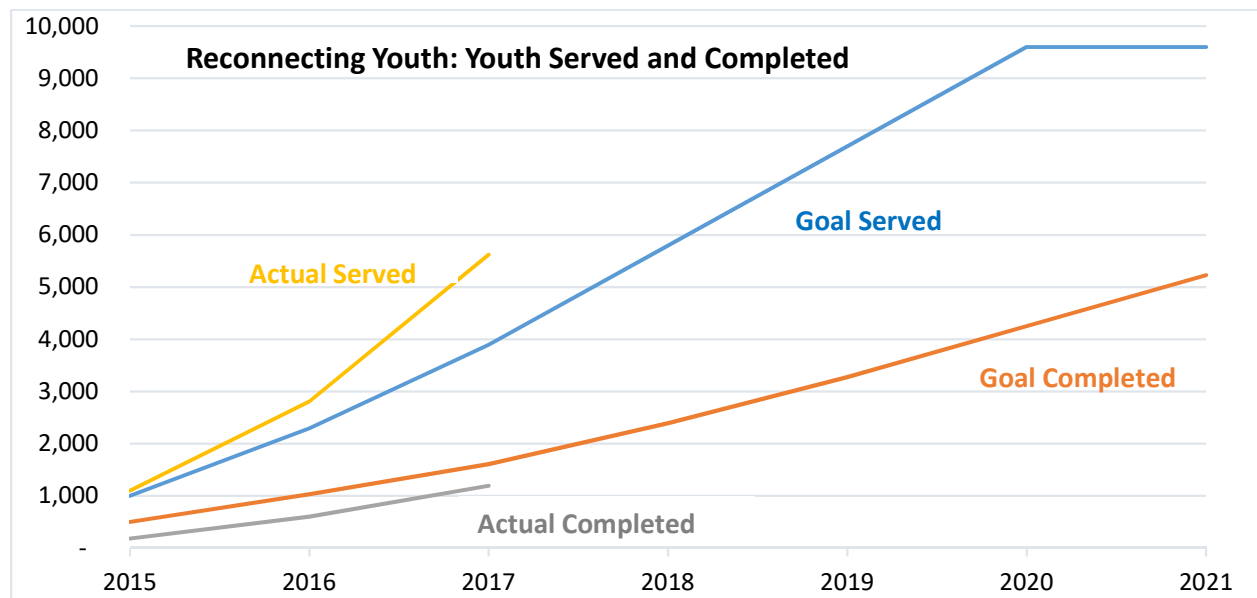
At the same time that we work to reengage youth we need to prevent more youth from leaving school and requiring reengagement services. Keeping youth connected to and engaged in education so that they do not leave school before completing the milestone of a high school credential is essential.

## The Role of United Way

### United Way investments:

- Support programs that prevent youth from leaving school, zeroing in on what works.
- Provide the funding that fuels the creation of a network to reengage youth in education.
- Help reengagement programs build capacity to meet the need.
- Ensure engaging and relevant instruction and support services.
- Support programs in addressing quality improvement.
- Work with programs to address racial disparities.
- Incentivize data collection and reporting.
- Use private funds as a catalyst to maximize programs' access to public funds.

## Progress toward Goal



## **What's Working**

In our [Reconnecting Youth](#) initiative we are seeing the results of our investments in building a reengagement system. Community-based nonprofits and public education entities are working together to offer more and better educational options to youth who have left school. Programs operate as a network, connecting regularly around common issues, and developing shared solutions.

In both Reconnecting Youth and Keeping Youth Connected investments, we are seeing success in outreach and engagement that has an intentional focus on cultural relevance and building social cohesion within programs, both upon entry and as an ongoing strategy.

The region-wide data system we helped establish for reengagement programs is providing important and useful data on a regular basis. Reengagement programs report quarterly on the number of youth engaged, demographics, known barriers, measures of academic progress, high school completions, and eligibility for state Open Doors funding. Access to this data has helped United Way evaluate the success of Reconnecting Youth strategies and identify areas for improvement. As recipients of a federal Social Innovation Fund (SIF) grant, United Way and the Community Center for Education Results have been able to bring Jobs for the Future and its proven Back on Track quality improvement services to our network. As part of that same SIF grant, we are participating in a rigorous third-party evaluation of the work connecting young people to postsecondary education after they complete their high school credential. This evaluation will provide insight into the scalability and replication of this work.

## **Strategies for FY2019**

In FY19 we will invest \$6.3 million in high impact strategies that ensure students graduate. This is a reduction of \$475,000 from FY18 in order to support our organization-wide goal of reducing allocations by \$2 million to create a nimble, responsive fund. We will ensure the FY19 Keeping Youth Connected investments are clearly focused on reducing the number of youth who will need reengagement services.

- 1. Reconnecting Youth: Enable 1,900 youth to reengage with their education, with 880 of them completing a high school credential**
  - Continue to strengthen the King County network of reengagement services and systems
  - Invest in community-based nonprofits as part of a comprehensive system.
  - Invest in community and technical college programs to expand the number and variety of high school completion options available.
  - Support established reengagement providers in making quality improvements.
  - Invest in reengagement services at organizations with demonstrated ability to effectively serve communities from which disconnected youth come.
  - Help programs develop strong orientation and retention strategies.
  - Work with regional reengagement partners and state government to obtain resources to more adequately support reconnecting youth who have significant barriers to education.
- 2. Strengthen the youth program service delivery system**
  - Invest in countywide system of quality assessment and improvement.
- 3. Keep youth connected to school**
  - Invest in services that stabilize youth, resolving family and behavioral issues that create barriers to engagement in education.
  - Invest in services that help youth maintain strong connections to cultural identity while functioning successfully in mainstream education systems.

## **Proposed Investment Changes for FY2019**

	Total FY18 allocation	Total FY19 allocation	Change
Maintain Outcome #1467 - Reconnecting Youth	\$3,134,436	\$3,134,436	0
Maintain Outcome #2011 - Strengthening Service Delivery System	\$70,272	\$70,272	0
Reduce Outcome #2203 and #2206 - Keeping Youth Connected <i>Reduced funding to prioritize investments in signature program (Reconnecting Youth)</i>	\$3,200,000	\$3,080,410	(\$119,590)
End Outcome #2212 - Middle Grade Success <i>Prioritizing signature program; FY18 announced as final year in spring 2017, funded at 50% of previous year</i>	\$355,410	0	(\$355,410)
<b>Total</b>	<b>\$6,760,118</b>	<b>\$6,285,118</b>	<b>(\$475,000)</b>

### Racial Equity strategies

Goal: Of the 880 youth expected to complete a high school credential through Reconnecting Youth in FY19, our goal is that 528 (60%) will be youth of color.

Our racial equity strategy for the Reconnecting Youth project includes developing culturally specific strategies that improve retention and completions for youth of color. In FY19, we will have a focus on improving retention, academic progress, and credential attainment for Latino youth—the most disproportionately represented population among those not completing credentials.

Our youth work will continue to support programs that explicitly address acculturation, helping youth of color navigate the sometimes dissonant home and school environments in which they live.

### Influence systems and public policy

We will work with regional reengagement partners and state government to influence changes in state funding for out-of-school youth (e.g., extending funding for reengagement programs to cover 12 months, enhanced funding to address student barriers) to more adequately support disconnected youth who have significant barriers to education. We will also investigate other public education funding sources to bring as many resources as possible to supporting this population. We will work with proponents of educational success and state government to strengthen teacher training for dual language classrooms serving in-school youth.

### Leverage resources

We will make investments in reengagement services at K-12-connected sites, at nonprofit-based programs, and at college-based programs to expand and enhance program services and outcomes, and leverage these successes to secure sustaining public resources for those reengagement programs. Further, we will work with the King County Council to secure Taxpayer Accountability Account funding for Keeping Youth Connected.

# Building Financial Stability

Goals: Lift 50,000 people out of poverty by 2020 and reduce childhood hunger.

## **Case**

A thriving economy and a stable safety net have led to significant reductions in poverty in recent years. However, nearly ten percent of area families continue to live below the Federal Poverty Level – earning less than \$24,600 for a family of four. Thousands of others get by with only slightly more. These families are in a precarious state, often only a paycheck or accident away from hunger, a utility cut-off, or even homelessness. We are particularly concerned for the one in nine area children living in poverty who are at risk of profound, long-term effects on health, educational achievement, earnings, and even mortality. The rising cost of housing has priced many low-income families out of Seattle and into suburban King County. Today more than two-thirds of all people at or below the Federal Poverty Level in King County live in the suburbs, many concentrated in South King County. We also know that poverty disproportionately affects people of color - more than 24 percent of American Indians and Alaska Natives, 23 percent of Black people, and more than 20 percent of Latinos live below the poverty line. While our region continues to grow and thrive, United Way is working to make sure thousands of vulnerable families aren't left behind.

## **The Role of United Way**

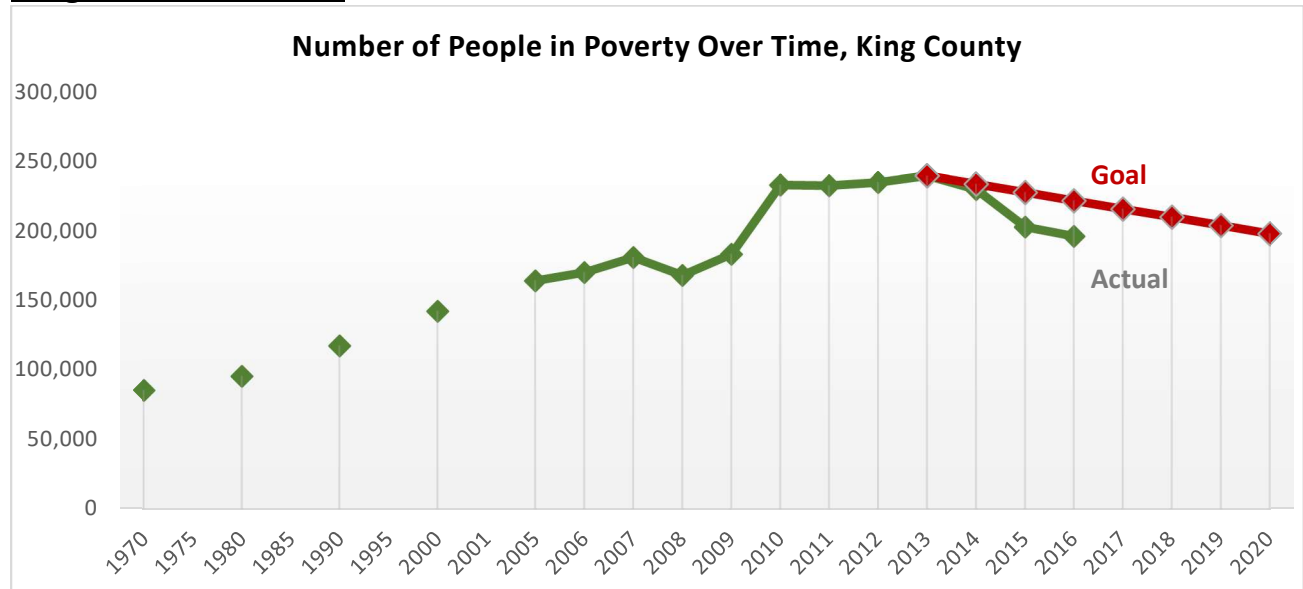
National research shows that we need to address poverty in four key areas: education, income, housing stability, and health. United Way is working to address poverty across these areas by building a community where people have homes, students, graduate, and families are financially stable. United Way efforts focus on helping people access income and food so that they can move out of poverty.

United Way has designed a highly effective model of connecting low income people to tax credits, public benefits, income, and savings opportunities. As the local experts in the region, United Way has scaled the model to help 35,000 people access food and income each year through our Free Tax Preparation Campaign, Fuel Your Future program, Poverty Solutions grants, and Benefit Hubs. We also unlock \$40 million of public dollars that would otherwise be left on the table. We do this by investing \$5.8 million and partnering with 50 organizations, 200 AmeriCorps members and 1,500 volunteers we also level partnerships with the business community and tap into our marketing prowess to raise awareness about the programs.

United Way is piloting an effort to bring our anti-poverty model to college campuses because we know that increasing the number of low-income people who complete certificate, degree, and apprenticeship programs is a proven strategy for moving people out of poverty. One of the key reasons very low-income students don't complete certificate, degree, and apprenticeship programs is a lack of basic supports such as housing and food, as well as limited opportunities to build savings or access emergency financial assistance to withstand financial shocks. A recent report from the Wisconsin HOPE Lab concluded that across 70 community colleges in 24 states, two out of three students are food insecure and nearly half are housing insecure. National research shows that increasing access to income, housing and food resources can build financial stability and increase retention and graduation rates.



## Progress toward Goal



## What's Working

United Way has 15 years of experience designing anti-poverty programs that provide low-income, marginalized, and under-served communities with free tax preparation services, public benefits referrals, and a wide range of financial empowerment services. We focus on investing in effective programs and bringing them to scale. In 2017, our [Free Tax Preparation Campaign](#) helped 22,700 people file tax returns generating \$30.5 million in tax refunds. [Fuel Your Future](#) provided nutrition education to 3,000 students, connected 37,905 students to school breakfasts, helped 2,927 students access afterschool, meals, and more than 500,000 summer meals. Our employment investments helped 3,790 people secure jobs. We invested in 1.8 million foodbank visits and helped 3,819 people receive emergency services.

We have also tested efforts to reduce poverty that we plan to scale in 2018 and beyond. In the fall of 2016, United Way launched Benefits Hubs on five community college campuses to test new strategies to increase access to financial tools that lead to student success. In July 2017, we launched our new Poverty Solutions portfolio, a \$1.6 million investment to lift people above the poverty level through legal services, financial education, cash transfer, and job training efforts.

## Strategies for FY2019

In FY19 we will invest \$5.7 million in high impact strategies that lift people above the poverty level. This is a reduction of \$120,000 from FY18 in order to support our organization-wide goal of reducing allocations by \$2 million to create a nimble, responsive fund. We will continue to help people get by, get ahead, and stay ahead, but will have an increased focus on proven anti-poverty programs that can be scaled to increase impact. We plan to expand our Poverty Solutions, Free Tax Preparation, and Benefits Hub investments. In each of these areas, we will focus on reducing disparities by helping more than 4,000 people of color exit poverty.

### **1. Crisis Support (Get By): Help people get by today**

- Invest in programs that connect vulnerable people to resources e.g. 2-1-1 and Red Cross
- Invest in Emergency Food System.

- Influence legislation that maintains funding for Basic Needs services including 2-1-1 and TANF.
- 2. Increase Income (Get Ahead): Increase Income for 35,000 people and reduce disparities by ensuring resources are not just available but are also accessible**
    - Expand Free Tax Preparation Campaign to serve 25,000 people.
    - Expand Fuel Your Future Program to new schools (with same level of funding) to reduce childhood hunger.
    - Expand the Poverty Solutions portfolio that helps people increase their income above the Federal Poverty Level. The projects fall into four categories: innovative financial assistance, financial education and coaching, legal services, and integrated service delivery (homeless prevention and employment pathways). In FY19 we will continue to expand this portfolio.
    - Influence legislation that maintains funding for income supports including the Earned Income Tax Credit (EITC) and Supplemental Nutrition and Assistance Program (SNAP).
  - 3. Stay Ahead: Expand efforts to help students attain degree and credentials by connecting people to every day financial tools through United Way Benefits Hubs.**
    - Connect low-income people with opportunities to save.
    - Expand Benefits Hub Program to help low income and students of color complete degree and credential programs.
    - Influence legislation that reduces barriers to moving out of poverty and increase Basic Needs resources for Community College Students.
  - 4. Maximize National Service Resources to Reduce Poverty**
    - Mobilize, train and support 175+ National Service Members via three grant programs that reduce poverty.
    - Influence legislation that maintains funding for National Service.

### **Proposed Investment Changes for FY2019**

	FY18 Allocation	FY19 Allocation	Change
Increase Benefits Hubs/Access to Benefits/Free Tax <i>Increase funding for current and emerging signature programs</i>	\$708,495	\$1,119,226	\$410,731
Increase Poverty Solutions (w/focus on employment and homelessness prevention) <i>Increase funding for current and emerging signature programs</i>	\$1,600,000	\$2,300,000	\$700,000
Reduce Hunger Free King County <i>Reduction of multi-year commitment</i>	\$100,000	\$50,000	(\$50,000)
Reduce Emergency Food Funding <i>Small reduction in Emergency Food Grants</i>	\$940,000	\$898,000	(\$42,000)
Reduce Outcome #2415 - People supported in emotional distress/crisis <i>Reduced funding to prioritize investments in signature programs; doesn't clearly align w/ increasing income or reducing hunger</i>	\$175,000	\$100,000	(\$75,000)
Maintain Outcome #2009 - People have access to services and/or support	\$303,975	\$303,975	0

	FY18 Allocation	FY19 Allocation	Change
Maintain Outcome # 2012 - People who experience a disaster receive emergency relief services/support	\$360,659	\$360,659	0
Maintain Fuel Your Future	\$555,000	\$555,000	0
Merge Housing Stability and Homeless Prevention funding w/ Poverty Solutions via RFP Process <i>Reduced funding to prioritize investments in signature programs; doesn't clearly align w/ increasing income or reducing hunger</i>	\$615,000	\$0	(\$615,000)
End Outcome #2003 - Emergency Disaster Preparation <i>Reduced funding to prioritize investments in signature programs; doesn't clearly align w/increasing income or reducing hunger</i>	\$68,871	\$0	(\$68,871)
End Outcome # 2503 - Employment Training <i>These are legacy employment contracts that no longer align with homelessness or poverty reduction portfolios; employment will be included in poverty solutions grants</i>	\$380,000	\$0	(\$380,000)
	<b>\$5,807,000</b>	<b>\$5,686,860</b>	<b>(\$120,140)</b>

**Racial Equity strategies**

People of color experience poverty at a disproportional rate in King County. To address this, United Way of King County will continue to invest in programs that support immigrants, refugees, and people of color. For FY19, of the 6,600 people lifted above the poverty level through Free Tax Prep, Poverty Solutions grants, and United Way Benefit Hubs, our goal is that 4,290 (65%) will be people of color. We will do this by investing in agencies that effectively serve this population, improving our outreach efforts to these communities, and reducing language and other barriers in our direct service programs.

**Influence systems and public policy**

United Way will continue to partner with key public entities such as the Department of Social and Health Services, Office of the Superintendent for Public Instruction, K-12 system and College system. Our work with these entities focuses on increasing access and removing barriers to public resources. We will also advocate for state and federal anti-hunger programs, tax credits, and National Service programs and support for the Working Families Rebate or a similar local EITC. We will lead administrative advocacy to reduce barriers to public benefits including SNAP on college campuses and influence food vendors to ensure more culturally appropriate food.

**Leverage resources**

United Way will invest \$5.6 million to fight poverty in FY19. Those investments will leverage more than \$40 million in tax credits, nutrition programs, and income supports for people living in poverty. Our investments will also leverage more than \$1 million in federal contracts and 200 AmeriCorps members to support programs that increase income and reduce hunger.