



United Way of King County

# 2023-2026 Forward Strategy & Goals



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We invite you to join us as we work for racial justice by building relationships to transform inequitable systems so that all people thrive.

[uwkc.org](https://uwkc.org)

## Mission

We bring the community together to work toward racial justice by supporting our neighbors and transforming inequitable systems.

## Vision

We envision equitable and just communities where all people thrive.

## Values

United Way of King County's values define the core beliefs that guide the organization's work

- Leadership
- Accountability
- Racial Equity
- Integrity
- Collaboration
- Supportive Work Environment



United Way of King County is uniquely positioned to bring people together to promote change and support our neighbors. We are informed and connected, allowing us the ability to address large-scale issues through funding, direct services, advocacy, mobilizing communities, and elevating BIPOC voices and solutions.

## Our Commitment to Racial Equity

As United Way of King County confirms its pursuit of ensuring people have homes, students graduate and families are financially stable, it is critical that we live into the organization's racial equity values in a deeply meaningful way. This includes examining and changing how the work is done, both internally and externally, to realize our vision of an equitable and just community where all people thrive.

In seeking to improve the lives of all those in need, we will seek to elevate BIPOC voices and those experiencing the greatest disparities, including:

- Community and supporters
- Clients
- Collaborative partners/ grantees
- Volunteers



## How will United Way of King County address the systems-level change that is needed to reduce racial inequities? What is the organization focused on?

# 1

### **STRATEGY ONE**

Increase resources by building relationships, leveraging expertise and talent, and growing funds to strengthen our impact and support of communities so that we are best positioned to follow through on our commitment to racial justice.

# 2

### **STRATEGY TWO**

Grow efforts to influence changes that have a direct impact on community members' ability to thrive—directed by, and in partnership with, BIPOC organizations.

# 3

### **STRATEGY THREE**

Increase impact by using the Racial Equity Theory of Change to evaluate the alignment of current programs and grow those that are racially equitable, community-centric and share power, while sunseting those that do not.

# 4

### **STRATEGY FOUR**

Strengthen organizational culture by investing in people and systems, improving the employee experience, and developing a culture of trust and accountability that advances racial equity.

On May 11, 2021, the United Way of King County board of directors defined “systems change” as a comprehensive effort to change a complex social system through community engagement and structural support to affect policy, community norms, service provision practices, regulations and standards, and financing across the multiple organizations that make up a system to improve population-level outcomes in ways that are racially equitable and self-sustaining.

## COMMUNITY SERVICES

**Goal:** Ensure that United Way of King County’s funding, direct services, volunteer management and systems change work are part of creating a racially just community.



# 1

### Strategy One

Deepen relationships and partnerships with Black, Indigenous and other community agencies and individuals of color so that all work is guided, informed by, and/or co-created with those most impacted by racial inequities. We’ll do this by:

- Creating and implementing a community engagement approach that centers BIPOC community nonprofit leaders, direct service participants and key stakeholders.
- Dedicating resources to building staff skills in community-led practices.

# 2

### Strategy Two

Expand approach to systems change to center BIPOC organizations and community members, as they are closest to their own community solutions. We’ll do this by:

- Advocating for centering community voices with institutional partners like public funders, colleges, etc.
- Identifying and advocating for changes that benefit BIPOC individuals and grantees.
- Influencing policy at the federal and state levels to increase access to cash and basic needs assistance for BIPOC communities.



# 3

## Strategy Three

Continue to transform United Way of King County's investments to participatory and trust-based processes that transfer power to communities most impacted by systemic racism. We'll do this by:

- Expanding population-specific participatory funding investments like the Black Community Building Collective and the Indigenous Communities Fund.
- Building staff capacity in community-led participatory funding practices into other funding areas including service grants.
- Influencing local and national philanthropy fields to adopt participatory funding models and transfer cash resources directly to individuals.

# 4

## Strategy Four

Ensure a just and equitable economic recovery by supporting programs that are informed and accessed by those most impacted by the economic impacts of COVID-19 and the pandemic of racism. We'll do this by:

- Eliminating economic evictions and reduce homelessness in King County by continued focus on Home Base rental assistance and eviction prevention and support for a regional homeless response.
- Increasing the number of BIPOC students graduating by investing in positive cultural identity approaches to child care and culturally focused out-of-school time activities.
- Increasing college completion rates for BIPOC and parenting students with low incomes by connecting students to emergency grants, public benefits and other basic needs.
- Reducing hunger by disrupting the system to improve access to federal nutrition programs, tax credits and culturally appropriate food.
- Influencing policy to ensure BIPOC community voices and needs are reflected in recovery programs.



# Team Work

United Way will work together toward a common end, in the community and in support of our shared vision.

## RACIAL EQUITY

**Goal:** Build and sustain racially equitable practices, internally and externally. Solidify systems of accountability while increasing resources, growing United Way of King County’s programs and systems change efforts, and ensuring a strong culture of trust and accountability.



## HUMAN RESOURCES

**Goals:** Understand how employees are engaging successfully in their work and determine employee satisfaction. This includes knowing if our efforts to recruit and retain BIPOC employees are successful.

Ensure that all employees are supported. Success will be measured by improvement on employee engagement and satisfaction, rate of turnover, and staff makeup that closely mirrors our region's population.



## BRAND MANAGEMENT

**Goal:** Have a well-established brand presence for United Way of King County that demonstrates the organization's commitment to supporting a racially just community where all people thrive.

## DEVELOPMENT

**Goal:** Leverage our racial equity strategies, new systems and technology to engage donors in meaningful, equitable philanthropy.

Have challenging conversations about the future of our community, including engaging in and supporting their own equity journeys, with community members.

## OPERATIONS

**Goal:** Implement mobile-friendly, cloud-based, enterprise-level information technology and applications across the organization.

Have aligned technology, financial and facilities functions to support all organizational goals and strategies.





United Way of King County

In our role as a grant maker, fundraiser and service provider we have a responsibility to restore power and resources to Black, Indigenous and other communities of color, address racial disparities, and support systems change.

All people deserve the opportunity to thrive, manage their own destiny, and contribute their unique strengths. By centering expertise, and especially the lived experience of BIPOC people and communities, we can tackle the root causes of inequity to bring us closer to our vision of justice, liberation and progress for all.



It will take all of us to create equitable and just communities where all people thrive. **Thank you** for your commitment to racial justice and to doing the hard work.

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