



**United Way of King County  
Strategy and Investment Plan  
Fiscal Year 2017**

**LIVE UNITED**



United Way of King County

## OUR MISSION

United Way of King County brings caring people together to give, volunteer and take action to help people in need and solve our community's toughest challenges.

Guided by our mission and [2016-2020 Strategic Plan](#), United Way of King County solves community challenges and provides resources to respond to needs in the community. We identify emerging needs and service gaps, make strategic investments in the work of nonprofit agencies, and employ a range of other strategies for social change. This work is done primarily through United Way's Community Services staff, the volunteer Community Building Committee and its Impact Councils, and the more than 200 organizations with which United Way partners.

### Values and Philosophy

It takes everyone pulling together to make our culture rich, our economy prosperous and our society humane. In a world of clashing ideas and fragmented attention, this isn't easy. Fortunately there are still organizations with the trust to draw diverse people together, get agreement and get to work.

United Way of King County is such an organization. With support of individual donors, volunteers, businesses, foundations, public funders and human service agencies, we are positioned to build a community where people have homes, students graduate and families are financially stable.

Tackling community problems requires attention to root causes and impacts of policies and practices on vulnerable citizens. We take a comprehensive approach: advocating for improved policies, engaging volunteers to strengthen community agencies, and focusing funding on best practices for system change. In the arena of public policy, we advocate with local, state and national policymakers to assure that public policies help the most vulnerable people and keep our nonprofit human services system strong. Our strength in research and planning allows us to survey and report on community conditions, promote effective strategies to address them, and inform our own grantmaking as well as that of other funders.

### The Status of the King County Community

In the midst of growing prosperity in King County, several thorny challenges persist. Visible homelessness, lack of affordable housing, income inequality, racial inequality, and suburban poverty threaten to divide our community and impede our future quality of life. These issues also take a tremendous human toll. The suffering of individuals and families in our community is undeniable as they face barriers to opportunity for coping with crises and finding onramps to good paying jobs and full participation in a diverse and vibrant community.

## The Change We Seek

United Way's new strategic plan identifies four indicators of community well-being we aim to improve. To do this we will focus all our work including concentrating investments, raising more money, and exerting more influence and leverage to achieve greater impact.

Community-level change isn't something we expect to deliver alone; it will take the coordinated efforts of many players, including our nonprofit and government partners and fellow funders. Using our financial, volunteer and government resources coupled with our influence and leverage, we are positioned to play an important role in turning these ambitions into reality. Our goals:



In fiscal year 2017 (July 1, 2016-June 30, 2017), we will continue to align our work towards achieving these four goals by 2020. Investments that do not directly support these goals will be eliminated or realigned by fiscal year 2018. During these two years we will continue to fine tune all our investment strategies to maximize their impact. We will work to maintain support for current services during the planning phase, provide transparency in our planning processes and adequate notice to agencies that may be impacted by investment changes.

## How We Develop Our Plans

### Background research

Our Community Services staff continuously reviews and updates community needs data and looks for information on emerging needs. We consult local and national experts on our issues and meet with service providers and others in the community to learn all we can about the issues that are most important. We bring this information to our volunteer impact councils and determine the needs that are of greatest importance. We look for strategies that have been shown to be effective in meeting them. Again we consult with experts and community members to generate ideas on how United Way of King County can best address the need or issue. We also look at past performance data on our investments relevant to the issue and determine whether adjustments to our investment strategy could improve results.

### Selecting New Strategies

When developing a new strategy we use the same set of criteria for determining our priorities to select specific strategies:

- Is it a big problem relevant to our impact area goals?
- Can we have a measurable impact with our investment, leverage and influence resources?
- Is it a core competency for United Way?



- Can we raise money for this strategy?
- Can we make a long enough commitment to this strategy to show results?

### **Feasibility**

We then determine what the new or revised strategy will require in terms of financial, staff and volunteer resources. We decide whether it is feasible, given our organizational resources to support it and its likelihood of contributing to our goals in a measureable way. We investigate the risks and external factors that will support or impede the success of the strategy and incorporate that information into the decision process.

### **Stakeholder Analysis and Engagement**

Staff conduct a stakeholder analysis to identify who has an interest in the strategy and who might be affected by it. We ask how it might affect different stakeholder groups and engage representatives of those groups in informing the strategy for maximum benefit and for engagement of and alignment with necessary partners.

Appendix B contains detail on the specifics of these planning elements that are not included in the plan.

## **Proposed Investment Changes**

Even with more focus, our strategic plan recognizes that we need to grow our revenue. To have community wide impact, we need to be able to increase our investments. We think that by targeting our focus on fewer, more impactful results, we will be able to raise more money. Over a five-year period (2015 – 2020), we plan to shift \$5 million from historical, broad investments to help people in need to more focused investments which meet specific intentions of grants and donations in support of our four goals. The fiscal year 2017 proposed budget, building on 2016 reductions and shifts, brings us to approximately half of that shift with elimination of health promotion and certain older adult investments. At the same time we will increase investments in family stability and supporting youth.

The Strategy and Investment Plan budget is determined several months in advance of United Way's organizational budget process. Therefore adjustments may be required after SIP approval. This year we will attempt to identify which strategies are contingent on funds becoming available.



## Proposed Investment Changes

	Investment Changes for FY2017	FY16 Budget	FY16 Restricted	FY16 Unrestricted	Proposed Allocation for FY17	Proposed Change Restricted	Proposed Change Unrestricted
<b>Early Learning</b>	Direct funding from UWKC for Parent-Child Home Program will begin to ramp down toward long-term ongoing annual funding. Minor adjustments to other Early Learning investments will be made through contract negotiation based on evaluation of FY15 results.	\$8,725,312	\$5,150,000	\$3,575,312	\$7,225,312	(\$1,500,000)	\$0
<b>Youth</b>	Expand enrollment in Reconnecting Youth from 1,295 youth in FY16 to 1,445 in FY17. Increased Reconnecting Youth FY16 budget goal from adopted budget \$701,802(reflected at right) to \$2.96M (not reflected at right), and \$3.11 million for FY17. Timing of resource allocation dependent on fundraising results. Decrease in school-age youth funding (6 months @ 5%= \$123,814) through Summer 2016 process.	\$5,654,345	\$386,580	\$5,267,765	\$7,931,236	\$2,398,198	(\$123,814)
<b>Keeping Families Stable Total</b>	Eight investment areas in the Result "People are empowered to manage their own health" will be discontinued. Up to \$600,000 of the funds will be reprogrammed toward financial stability. The amount is tentative based on availability and will be invested through a funding process to increase access to income and/or income supports in spring or summer 2016. Fuel Your Future funding will be made available throughout the year to increase participation in school breakfast, afterschool suppers, summer meals	\$7,929,726	\$385,000	\$7,257,726	\$7,410,620	\$525,733	(\$1,044,839)
<b>Homelessness</b>	Changes will be made to several investment areas through a funding process in spring or summer 2016. Decrease unrestricted investments (6 months @ 5%= \$138,413)	\$9,300,465	\$2,507,676	\$7,079,789	\$9,162,052	\$0	(\$138,413)
<b>Cross-cutting</b>	New Solutions funding will add to its priorities our four goals and will be distributed through one process in the fall.  Volunteerism investments will be the same dollar amount with minor adjustments depending on current year results. We will continue to seek opportunities to expand our National Service/AmeriCorps program.	\$958,015		\$958,015	\$958,015	\$0	\$0
<b>Total Budget</b>		\$32,567,863	\$8,429,256	\$24,138,607	\$32,687,235	\$1,423,931	(\$1,307,066)

## Funding Opportunities and Other Resources

<p><i>The following funding opportunities, adjustments to investments and other resource opportunities are planned for November 2015 through December 2016</i></p> <p><i>Sign up to receive notification of funding opportunities at: <a href="https://www.uwkc.org/for-nonprofits/">https://www.uwkc.org/for-nonprofits/</a></i></p>	
<b>New Solutions</b>	Funding processes for New Solutions are planned for fall of 2015 and fall of 2016. - \$488,415 each year
<b>Strengthen Volunteerism &amp; Mobilize Volunteers</b>	<p>Volunteer Manager Corps November 2016. (In kind support)</p> <p>Mini-grants for MLK Day of Service &amp; National Volunteer Week –\$18,500 (Fall/winter 2016).</p> <p>Reconnecting Youth volunteer strategy. – \$25,000-\$50,000 (Spring 2016).</p>
<b>National Service/AmeriCorps</b>	Fall 2016. (In Kind Support)
<b>Early Learning</b>	No application processes planned for 2016-17 funding, but some adjustments to grant amounts and reporting expectations will be made in early 2016 to respond to strategic plan focus and results of previous funding, and to provide funding for initial phase of developing population-focused strategies.
<b>Supporting Youth</b>	<p>Funding will be available in spring, 2016 to expand case management and outreach as part of the Reconnecting Youth initiative – up to \$ \$1,400,000.</p> <p>School-age youth funding process in spring or summer 2016 – up to \$4,800,000.</p>
<b>Keeping Families Stable</b>	<p>Fuel Your Future funding will be made available throughout the year to increase participation in school breakfast, afterschool suppers, summer meals. Up to \$150,000.</p> <p>A funding process to increase access to income and/or income supports is planned for spring or summer 2016. Up to \$1,000,000 (TBD based on availability of funds.)</p>
<b>Ending Homelessness</b>	Funding changes will be determined by results of community-wide investment analysis (SWAP). We expect funding processes to be released in spring or summer, 2016. Up to \$5,000,000

## Strategy and Investment Plans

The remainder of this document provides specific information on the strategies and investments United Way of King County will use in fiscal year 2017 toward achieving our four goals. Our strategies fall into three categories: *Investment* in services and service system supports; *influence* through administrative advocacy, convening and public policy advocacy; and *leverage* through engaging volunteers, developing partnerships with other funders and donors in alignment with our goals, and making investments that attract resources from others to multiply our effect in achieving our goals. Our plans for fiscal year 2017 strategies include crosscutting approaches that support and/or help to integrate work across goals along with strategies specific to each of our Strategic Plan goals:

1. [Crosscutting Approaches](#)
2. [Giving Kids an Equal Chance](#)
3. [Supporting Youth](#)
4. [Keeping Families Stable](#)
5. [Ending Homelessness](#)

The appendices include more detailed information about intended results and funding processes, United Way Funding Principles, a glossary of terms, and a community impact governance organizational chart.



## Plan for Crosscutting Approaches

No issue in our community can be addressed in isolation. Many layers of intersecting themes, problems and solutions impact the lives of every person, family and community. We have identified the four goals for our community that United Way of King County can best address with our capacity for generating resources, influencing policy and leveraging donors and volunteers. We seek opportunities for integrating our work to increase effectiveness. We also employ a variety of strategies that cut across all areas of work including: 1) grants to support new ideas and approaches and address emerging needs, 2) an intentional focus on racial equity and reducing racial disparities, and 3) building community and strengthening nonprofits through volunteerism.

### **Integrating our work across impact areas**

Many solutions to community issues cross our areas of focus. Poverty and financial stability underlies many human service needs. Early learning, out of school activities, services and housing for youth and young adults prevent future poverty and homelessness. Many of our strategies already serve or seek to engage some of the same people. Over the next year, we will look for ways to make sure our planning looks at the big picture, our staff, volunteers, donors and grantees communicate and share resources, and our strategies are integrated when it can improve the strength of United Way's impact. We will dedicate planning resources to advance in these areas and look for other ways to take a holistic approach to our work. In addition to better coordination, we recognize that three crosscutting approaches are key to all of our work:

### **Supporting Innovative and Promising Solutions**

The purpose of United Way of King County's New Solutions grants is to be a catalyst for new ideas that offer innovative and promising solutions for underserved communities. Funds are intended to jumpstart projects that have the potential to get traction, leverage new resources and attract other funding. In fiscal year 2017, United Way will invest \$488,000 in New Solutions grants. We will focus our New Solutions grants on projects that show promise for contributing to our goals, and we will continue to test new grantmaking strategies through engagement of emerging leaders and community organizations in a "marketplace" approach to reviewing proposals. The results we seek through New Solutions are:

- Alignment with Strategic Plan goals.
- Innovative practices that can be replicated or scaled.
- More and better services for low-income residents, including refugees, immigrants and communities of color.
- Increased resources leveraged or brought into a community.
- Grassroots community leaders increase their ability to influence policy and resources.



### **Reducing Racial Disparities**

People in need in King County, particularly those who are vulnerable, homeless, or not ready for school are disproportionately people of color. Information on the disparities of particular concern to us is available in our [Racial Disparities Report](#). United Way works proactively to reduce disparities and address inequities through our grantmaking investments and other community impact strategies. The Strategic Plan includes two specific goals for increasing racial equity:

- 60% of youth of color in the Reconnecting Youth program will complete 45 post-secondary credits.
- Reduce the percentage of homeless youth who are youth of color by 10 percentage points.

These goals as well as additional racial equity strategies are addressed in each impact area section of the Strategy and Investment Plan.

Across all our work, we employ an approach that combines utilizing data, consulting with affected communities, evaluating our progress towards reducing racial disparities and collaborating with other systems to monitor our progress. Based on data that identify the issues and populations to be targeted, we will address racial disparities at the service, systems and policy levels.

In addition through our investment processes, United Way of King County will fund organizations that demonstrate the capacity to effectively serve populations in need and reduce identified racial disparities for those who are homeless, hungry, not ready to succeed in school, disconnected youth or have other indicators of vulnerability.

### **Geographic Equity**

United Way of King County recognizes that human need exists across our region. We seek to ensure that help is available to every neighborhood in King County. We also seek to ensure that the most vulnerable people in our community benefit from our services. We utilize data analysis, consultation with communities, and evaluation of investment results to ensure that our resources are distributed in proportion to need geographically. Our annual [Community Impact Report](#) describes our results in relationship to community needs. With every investment process, we look at the data on where gaps in service exist and prioritize services to those communities. South King County has seen the largest increase in low income residents over the past decade. Many of our investments prioritize services to this region, resulting in more grants to agencies serving south county neighborhoods. In most cases we also make sure that our investments reach all regions of the county and in proportion to need.

### **Mobilizing Volunteers, Deploying National Service Members, Strengthening Nonprofits and Building Community**

We believe individuals and organizations are stronger partners in effectively solving community problems when we invest in and deliver services that strengthen volunteer engagement, promote the value of volunteers, and connect people to meaningful volunteer opportunities.

Connecting volunteers also increases United Way's impact and reach. The experience volunteering with United Way and/or our partners gives them firsthand knowledge of issues facing our community. As a result, they become advocates, willing to give and take action on our behalf. We anticipate investing \$234,600 in Volunteer Impact Partnership (VIP) strategies that align with United Way priorities, engage stakeholder groups, and strengthen the volunteer engagement abilities of organizations across the community.

In fiscal year 2017, United Way will build on our work to promote volunteerism and develop strong organizations able to address community needs. Specifically, we will:

- Connect people to a range of volunteer experiences throughout our region.
- Strengthen nonprofit volunteer engagement.
- Communicate the value and impact of volunteerism.
- Mobilize volunteers strategically.
- Increase the number of volunteers.

United Way also believes that National Service programs are an incredible asset that can help fight poverty and strengthen communities. United Way seeks opportunities to leverage, train, and deploy AmeriCorps, VISTA, and other National Service programs to support our community goals. In FY17 we will mobilize more than 100 National Service Members to help build the capacity of 100 organizations and help more than 10,000 people move out of poverty.

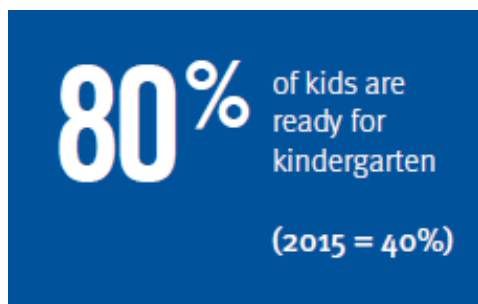
These approaches will target organizations and activities aligned with United Way priorities whenever possible. Specific strategies and investments include:

- Developing and funding a volunteer engagement strategy for Reconnecting Youth.
- Reviewing how mini-grants and other funding helped develop volunteer products for our supporters (emerging leaders, companies, individuals, families, etc.) and determine adjustments to this strategy.
- Reintroducing VIP360 for 12-14 organizations.
- Continuing our VIP Manager Corps (VMC) for 18 organizations.
- Strengthening nonprofit governance with training and resources, including Project LEAD, United Way's board leadership program preparing people of color for civic leadership opportunities.
- Engaging corporate partners in volunteer projects that align with United Way's priorities.
- Mobilizing volunteers via regional networks, volunteer listings online, Days of Service (Day of Caring and Martin Luther King Day), group projects, and support for corporate volunteerism.

## GIVING KIDS AN EQUAL CHANCE

*Parents and child care/preschool providers improve their skills in fostering young children's development so kids are prepared to succeed in school.*

Science tells us that brain development in a child's early years is critical for a strong start in life—and a strong start in life leads to better outcomes all the way through. Decades of research shows that investments in early childhood yields some of the strongest returns of any social program. Our early childhood work will continue to focus on the most vulnerable young children living in poverty, with an emphasis on reducing racial disparities in school readiness.



### FISCAL YEAR 2017 UNITED WAY GOAL:

**Help 6,500 parents** provide a nurturing and educational home environment for their children.

**50% of children** are assessed as ready

### Strategies

1. **PARENT SUPPORT.** The place where we can have the greatest influence on young children's kindergarten readiness and later academic success is through those who are parenting them. Helping parents succeed as their children's first, best teachers and lifelong educational advocates remains our central strategy. Our signature parent support effort is the **Parent-Child Home Program (PCHP)**, a highly successful home visiting program for very low-income, socially isolated families with 2- and 3-year-olds. Those served by the nine agencies delivering the program include immigrant and refugee families struggling in a new culture, young single parents, and families experiencing homelessness. Since 2010 we have driven expansion of this program from 160 families/year to 1,200 families this year, and we continue to attract the external support (from public levies, school districts and other philanthropy) to keep the program strong.

While PCHP is focused on a distinct subset of vulnerable families, we also play an important role in ensuring quality parent support and education services are available broadly to low-income families across King County. We do this through investments in other home visiting and parent education programs to make sure parents with young children get the information they need as their children's first, most important teachers. We manage these investments to ensure they support best practices, are culturally relevant, and reach those most in need.

2. **BETTER CHILD CARE.** The quality of early care and education young children receive has direct and significant influence on their school readiness and later academic success. Alongside our parent support investments, we will make targeted grants to improve the

availability and quality of child care and preschool for low-income working families. The children we most want to reach – those in low-income communities, children of color, and children in immigrant/refugee families – are often cared for in small programs without the resources and infrastructure to meet the state’s new quality standards, required for any program supported by state subsidies starting in August 2016. To maintain the benefits of care provided in neighborhoods where parents work and live, by providers they trust, while ensuring all kids have access to nurturing and stimulating care, we will target some of our investments to training and technical assistance for these programs. At the same time, many child care providers meet quality standards in general, but are unable to adequately meet the specific needs of kids with developmental delays and disabilities or of all the diverse cultures represented by the families using their services. We will also target investments to address these gaps.

3. **ATTENTION TO DEVELOPMENTAL DELAYS.** For young children who face developmental challenges, kindergarten readiness is dependent on early detection and intervention. We will continue to support programs that provide early intervention services to the birth to age three population, when these issues are most easily addressed and often overcome. We know that there is a gap in both services and results for children of color and immigrant and refugee children, so at the same time that we invest in early intervention services we will also support systemic work on increasing equity in these services.

### Promoting Racial Equity

Invest in technical assistance and support for service providers in order to address system inequities and improve early intervention services to young children most affected by racial disparities. Explore strategies including education pathways for specialized providers, education and outreach to communities of color.

Build on results of our Parent-Child Home Program racial equity technical assistance project by supporting other early learning programs in implementing effective policies and strategies identified through that project.

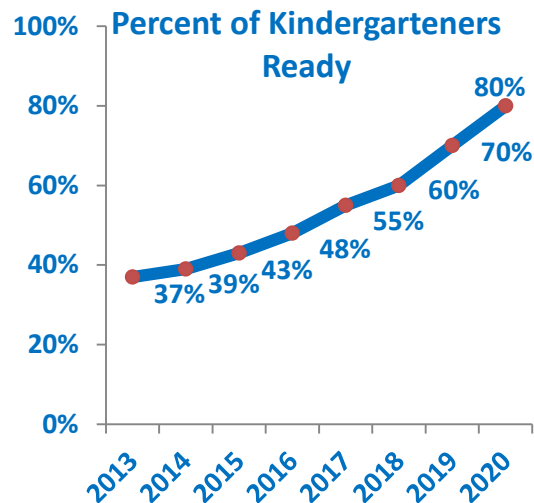
### Theory of Change

Together our community can bring school readiness up to 80% over the next five years. We will achieve this through focus on children’s first years when the kinds of interactions they have with parents and other caregivers have the greatest impact on their development, and by responding to the disparities in school readiness that exist across populations with targeted strategies and investments. Our theory is that by improving those interactions through programs like Parent-Child Home and other parent support, assistance to child care providers serving low-income children, and swift intervention with developmental delays, low-income



children and children of color will have a better start in life and the opportunity to succeed in ways that are equal to their peers. Through our influence and leverage capacity, we are able to go beyond funding services to improving systems of care and support for vulnerable children and families to reduce disparities and improve school readiness for all our children.

**Measuring progress:** We are using the state of Washington's kindergarten readiness measure, WaKIDS. We currently have three years of data from the King County school districts that were early adopters of the assessment showing an initial improvement from 36% of kindergarteners demonstrating school readiness on all measures in 2011-12 to 42% in 2014-15. We expect to see those numbers rise more quickly as additional districts start using WaKIDS, and as a result of early childhood investments put into place by us and our community partners over the last several years. We will also follow the more detailed WaKIDS data for populations with disparities.



Strategies	Projected Results
<p>Investment</p> <ul style="list-style-type: none"> <li>Continue a significant, though reduced, investment of UWKC dollars in PCHP.</li> <li>Invest \$1.8M* in support for parents.</li> <li>Invest \$800,000* in quality early care and education and \$500,000* in local early learning system capacity support</li> <li>Invest \$400,000* in early intervention.</li> <li>Invest \$10,000* in cultural competence training and support for early intervention providers.</li> <li>Assess impact of pockets of poverty in geographic areas</li> </ul> <p>*Dollar amounts may change, based on FY16 planning.</p>	<ul style="list-style-type: none"> <li>1,200 families served by the Parent-Child Home Program.</li> <li>Improve 6,500 parents' ability to provide a nurturing and educational home environment for their children.</li> <li>20 agencies actively engaged in child care quality improvement activities.</li> <li>5,000 children with delays achieve the highest level of functioning possible.</li> <li>100 staff at early intervention programs trained on equity and cultural competence, in partnership with King County.</li> </ul>
<p><u>Influence</u></p> <ul style="list-style-type: none"> <li>Advocate for aligned strategies, e.g. Best Starts for Kids, Seattle Preschool Program, to focus earlier and on parent role.</li> <li>Bring community feedback to Early Achievers child care quality rating and improvement system, with particular focus on equity issues.</li> <li>Active involvement in the King County Early Learning Coalition-SOAR and in local collective impact initiatives: Eastside Pathways and the Road Map Project.</li> </ul>	<ul style="list-style-type: none"> <li>Influence on the implementation of Best Start for Kids; other public support for early learning is maintained or increased.</li> <li>United Way influence plays a significant role in ensuring alignment of a range of state and local efforts so all kids are ready for kindergarten.</li> </ul>

Strategies	Projected Results
<ul style="list-style-type: none"> <li>• Advocate for implementation of Help Me Grow Washington's early intervention policies.</li> <li>• Advise on Pay for Success opportunities for early learning public funding.</li> <li>• Increase interaction with Department of Early Learning</li> <li>• Facilitate awareness among community partners of the needs and potential for improvement in kindergarten readiness in a particular (to be identified) population.</li> </ul>	<ul style="list-style-type: none"> <li>• Racial disparities in WaKIDS scores are reduced.</li> </ul>
<u>Leverage</u>	
<ul style="list-style-type: none"> <li>• Broker and administer school district, state Home Visiting Services Account, and Best Starts for Kids levy funding for Parent-Child Home Program.</li> <li>• Sustain and build connections between PCHP and other service systems.</li> <li>• Help implement King County Developmental Disabilities Division equity training.</li> <li>• Create better connections between early learning services we support and United Way's other areas of focus.</li> <li>• Convene sub-groups of grantees for education and input on measurement, successful equity practices, etc.</li> <li>• Develop PCHP ambassadors from grantee staff and families served to promote the value and efficacy of this program as we continue to develop sustainable funding.</li> </ul>	<ul style="list-style-type: none"> <li>• Additional federal, state, and local funds are allocated for the Parent-Child Home Program.</li> <li>• Aligned goals and strategies result in greater impact on opportunities for all kids to succeed.</li> </ul>

## What do we plan to do differently in FY17?

In all of our work to increase the kindergarten readiness level in King County we will remain focused on the reality that, even in a time of increased opportunities and resources for young children and their families, there are communities and populations and families that face barriers in accessing the relevant and responsive services they need.

After having successfully taken the Parent-Child Home Program to scale in King County, our focus for that program starting in FY17 will shift to maintaining a strong network of PCHP programs at scale, and continuing to leverage resources to help sustain this level of service.

We have brought increased focus to our parent support investments over the past two years by being more intentional about the specific kinds of strategies in which we invest, and will be implementing some changes in funding for FY17 based on the results of that shift, increasing focus in areas that have been more successful in achieving results. See the tables in appendix A for more details on these and other planned or potential changes.

As we hone our focus, we are also in the process of eliminating direct administration of the Volunteer Reader Program. FY17 will be the first full year of Volunteer Reader program and volunteer management being fully transferred to partner sites.

To further our results in racial equity, in FY17 we will be exploring and testing a set of specific strategies designed to impact the kindergarten readiness of a particular population. We will identify the population in FY16, after further research, exploration, and community conversation.

### **How will it improve our impact?**

Fiscal year 2017 will be focused on evaluating the results of our successful scaling of PCHP and reorganizing of our other investments. The Early Learning Impact Council will review this information to determine whether we are reaching all the children most in need with the most effective strategies. Identified changes may be implemented through 2017 contract negotiation, development of population-specific strategies and additional investment changes for FY18 implementation. This evaluation and planning period will enable us to continuously improve to maximize our impact.



## SUPPORTING YOUTH

*Teens and young adults who have dropped out of school are on the path to get high school certification and learn job skills.*

For youth who didn't get a strong start in the early years, we want to intervene at key points to help them get back on track. Otherwise human potential is lost and, as research shows, social costs rise for outlays like unemployment, welfare and criminal justice.

Engage

50%

of disconnected youth, ages 16 to 21, in a program that leads to a high-school credential and career skills.

(15,000 disconnected youth and about 10% getting help in FY17)

60%

of youth of color in the program complete 45 post-secondary credits.

**FISCAL YEAR 2017 UNITED WAY GOAL: 1,445 youth** formally engaged/served in getting a high-school credential and career skills.

**OLDER YOUTH.** Our signature initiative is **Reconnecting Youth**, designed to help young people who have dropped out of school earn a high school credential and then gain the skills and credentials for a solid career. The program is another example of using United Way dollars to leverage other resources, as our investment lets the community fully tap an available stream of state dollars for this purpose.

**SCHOOL-AGE YOUTH.** We will continue working actively to keep youth in school and on a path to graduation. Our funding will target programs that foster social-emotional skills and the ability to persevere and make good choices.

**9th Grade Transition-** Ensuring youth in middle-grades achieve grade level academic benchmarks can ensure a successful transition to high school. Positive transitions from elementary to middle grades and middle to high school are a critical progression to high school graduation. United Way's current Middle Grade Success work is based on the research-based Integrated Student Support model, which identifies students exhibiting risk factors for dropping out of school before 9<sup>th</sup> grade (absences, grades and suspension/expulsion) and works with the school, volunteers, and community based organizations to provide the services that young person needs to stabilize and remain in school.

**Dropout Prevention-** Building off of United Way's youth development work, the goal of dropout prevention is to keep youth at risk of dropping out of school stay connected and on a pathway to education. The premise for youth development is to provide a safe environment for

### OPEN DOORS

Open Doors is the State of Washington's program to help 16 to 21 year old youth who have dropped out of school to get high school equivalency. Open Doors funding can be used for academic instruction with case management services and can be accessed through school districts by community based organizations, public agencies or community colleges. Payment through Open Doors is reimbursed per student when youth achieve academic goals.



a young person's positive social development. Positive social development includes social and emotional learning, creating positive relationships with adults in order to foster resilience and a clear and positive cultural identity. A positive relationship with a caring adult leads to the

## Promoting Racial Equity

750 youth, predominantly youth of color, will complete high school credential requirements within 1-2 years of enrollment in reengagement programming (June 30, 2017 at the latest).

Our Investments in school-aged youth will be focused on reaching those most in need, especially groups affected by racial disparities

screening and identification of barriers to education (including mental health/substance abuse, learning disabilities and trauma). High-quality, engaging youth development programming has been shown to increase engagement of youth in school.

Starting in FY16, we are analyzing our investments in this area and seeking ways to maximize our impact on high school graduation. We will also work with other staff from other priority areas of funding to determine areas of collaboration between priorities.

## Supporting Youth Theory of Change

We believe that our community can keep more kids in school, re-engage half of disconnected youth in high school completion programs and put many more youth on the road to good paying jobs by 2020. We will do this through investments in a range of strategies to support youth to stay in school and on track toward high school graduation along with strategies to reconnect those who have dropped out with high school equivalency and post-secondary education programs through targeted outreach, education and case management services.

**Measuring progress:** The following annual targets for Reconnecting Youth will allow us to achieve our 2020 goal:

- 1,200 middle grade students at risk of dropping out of school will continue in school and enter 9th grade at grade level.
- 31,000 youth will stay on a pathway to academic success through quality after school activities in schools and in the community.

Academic Year	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	Total
Youth Enrolled in Reconnecting Youth	1,295	1,445	1,745	1,745	1,745	Wrap-up Year	7,975
Youth Completing Equivalency	530	750	910	1,005	1,025	538	4,758

Strategies	Projected Results
<p><u>Investment</u></p> <ul style="list-style-type: none"> <li>• Invest \$3.1M to expand 1:1 supports and instruction at three or more new partner sites to reconnect more youth</li> <li>• Project a potential investment of \$200,000 to meet local 1:1 match requirements for a \$200,000 SIF grant in FY17 (up to \$1M over five years) from the Annie E. Casey Foundation, to support post-secondary bridging for system-involved Opportunity Youth. (grant pending)</li> <li>• Invest \$386,580 in local match towards Year 2 of the Opportunity Works project to expand navigation and post-secondary bridging.</li> <li>• Invest \$4,956,860 in youth development, academic achievement, mental health and chemical dependency services and services for youth affected by abuse and neglect</li> <li>• Work with volunteers, experts and youth serving agencies to develop new investment goals for FY17-18 tied to preventing and intervening in youth failing to graduate from high school</li> </ul>	<ul style="list-style-type: none"> <li>• 1,445 high need youth, mostly youth of color, enrolled in Open Doors programs</li> <li>• 750 enrolled youth complete high school credential requirements</li> <li>• 327 youth enrolled in Opportunity Works</li> <li>• 138 youth enrolled in the Jobs for the Future SIF-funded Opportunity Works post-secondary bridging project, achieve a high school credential and enroll in post-secondary education by the end of FY17</li> <li>• 1,200 middle grade youth supported in staying in school</li> <li>• 30,000 youth gain leadership and positive development skills</li> <li>• 9,600 youth affected by behavioral health issues and trauma improve their level of functioning</li> </ul>
<p><u>Influence</u></p> <ul style="list-style-type: none"> <li>• Collaborate with Opportunity Youth partners to increase public funding and reduce administrative barriers for Open Doors programming</li> <li>• Collaborate with Opportunity Youth partners to get federal approval for Open Doors students to receive Workforce Innovation and Opportunity Act services to help more youth access paid internships</li> </ul>	<ul style="list-style-type: none"> <li>• Changes are achieved to increase resources for youth to earn a high school credential and complete post-secondary certification</li> </ul>
<p><u>Leverage</u></p> <ul style="list-style-type: none"> <li>• Seek opportunities to leverage external grant funding to expand one to one supports and paid internships</li> <li>• Use United Way volunteers in tutoring and mentoring roles to leverage improved completion rates for high school equivalency</li> <li>• Partner with the Family Stability team to promote educational advancement, and provide income, work supports, and financial coaching to reduce poverty among Reconnecting Youth parents</li> <li>• Partner with Community Center for Educational Results, King County and others to achieve greater regional coordination in support of Reconnecting Youth</li> <li>• Leverage \$3.6M in public funding</li> </ul>	<ul style="list-style-type: none"> <li>• Increased completion rates for high school credentials</li> <li>• Better and smoother referrals of youth to services they need</li> </ul>

## What do we plan to do differently in FY17?

We will continue to increase the number of youth enrolled from 1,100 in FY15 and 1,295 in FY16, to 1,445 in FY17. These services will initially be focused on youth in South Seattle and South King County, with a plan to expand throughout the county. We will also review investments in school-age youth and determine the most effective way to deploy those resources in FY17 to support of our goals in this impact area. We will build on our successful Middle Grade Success program to ensure more youth make successful transitions from 8th to 9th grade. Research shows that a successful transition into 9th grade is a predictor of high school graduation. We will focus youth development investments on activities that promote school engagement. Finally, we will focus our behavioral health investments on more innovative services such as parent support, that target youth with mental health, substance abuse, trauma/abuse issues and learning disabilities to minimize the effect of these issues on youths' opportunity to graduate.

See the tables in appendix A for more details on the changes represented in the plan for all our investment, racial equity, influence and leverage strategies.

### How will it improve our impact?

The increasing enrollment will help us meet our objective of support for 7,975 youth by 2020, which will in turn, improve the likelihood that 5,000 of these youth achieve a high school credential by 2021.

We know that investments in one-to-one support and educational navigation through high school equivalency and on to post-secondary education will increase the number of Opportunity Youth who resume and complete work on a high school credential, and move on to post-secondary training. Investments in youth development, academic achievement, mental health, chemical dependency services, and services for youth affected by neglect or abuse have been demonstrated through research to increase the number of youth who stay on track towards high school graduation.



## KEEPING FAMILIES STABLE

Twelve percent of people in King County live in poverty. That means a 2015 annual income of \$22,213 — or less — 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.



**FISCAL YEAR 2017 UNITED WAY GOAL: 25,000 low-income people** access free tax preparation services securing \$33 million in federal refunds, including \$11 million in Earned Income Tax Credits.

**FISCAL YEAR 2017 UNITED WAY GOAL: 40,000 students eat school breakfast;** 3,000 students benefit from nutrition interventions

**INCREASING FINANCIAL SECURITY.** Our signature effort will remain our **Free Tax Preparation Campaign**. It uses intensively trained United Way volunteers to help working families prepare their taxes for free and secure the credits and deductions they qualify for, notably the Earned Income Tax Credit (EITC). The EITC can be worth thousands of dollars to an individual family and is widely seen as the nation’s most potent anti-poverty tool. In FY17 we will expand outreach efforts and tax prep services to reach older adults.

United Way will accelerate our efforts to reduce poverty by connecting **4,000** low income people to living wage jobs through job training, placement, and wage progression strategies. Our employment strategies will focus on people experiencing or at-risk of homelessness, immigrants and refugees, adults with disabilities and adults over 50.

We will work to connect **12,000** low income families to public benefits, savings opportunities, and income supports that help increase their incomes and promote savings. We will develop strategies that meet the unique needs of the populations we aim to serve. For example, many older adults don’t take advantage of SNAP because of stigma, paperwork, and low benefit amounts. We will strengthen our outreach efforts to this population and work on public policy efforts to reduce these barriers.

Increasing the number of students who complete certification, degree, and apprenticeship programs is a proven strategy for moving people out of poverty. As mentioned earlier, United Way’s Reconnecting Youth program connects youth ages 16 to 21 with education programs. In FY17 we will pilot new strategies to help low-income, vulnerable students of *all ages* complete high-demand certificate, degree, and apprenticeship programs by partnering with Community



Colleges to ensure students have access to the benefits and income supports they need to meet their basic needs so they can persist in school. There are several models for this work that the Family Stability Team is exploring. We will take best practices from several national models and accelerate the impact of these efforts. We will test strategies in FY16 and if successful, expand our investments in 2017 and beyond.

### Promoting Racial Equity

We will work to improve racial equity in outcomes at Nutrition Hub Schools and through Breakfast Challenge; Key focus on Latino children by increasing use of materials and food appealing to Latino children.

**Ending Childhood Hunger through the Fuel Your Future Campaign:** Families who are struggling to get by often can't keep food on the table or are settling for food that is cheap but nutritionally poor. To help, United Way has long supported food banks and other parts of the emergency food system. We will continue to do so.

Because of the cascade of benefits it brings to child health, academic performance, family finances and more, our signature food effort in coming years will center on leveraging federal **childhood nutrition resources**. We will expand our work to get all eligible kids school breakfast, lunch and after-school suppers in the academic year, as well as summer meals when school is out. While these efforts will require United Way funding, they will also have a large multiplier effect by leveraging federal revenue streams that are underutilized compared to other communities and states. We will continue to leverage more than 100 AmeriCorps National Service members to help increase the capacity of this work.

**PROVIDING A PLACE TO TURN IN CRISIS.** Many events can hurtle an individual or family into crisis, from a job loss or illness, to the breakup of a relationship or an act of violence. United Way stands with people at times of such vulnerability by supporting the 2-1-1 help and information, agencies that connect older adults and other vulnerable adults to services, disaster relief agencies, and a variety of counseling and shelter services for domestic violence survivors. United Way also partners with school districts, housing authorities, and community based organizations to connect students experiencing homelessness with resources that reduce school mobility and increase academic success.

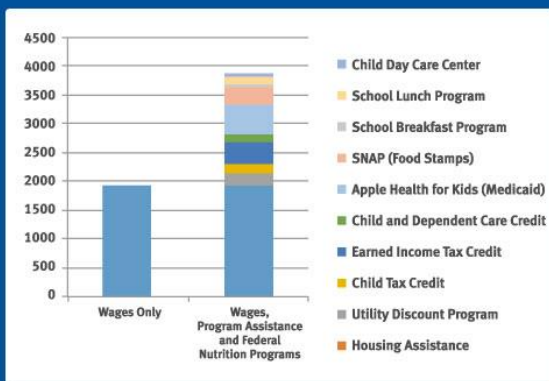
## Theory of Change

United Way will invest in a set of proven strategies, test innovative new approaches, and support public policy solutions that will lift 50,000 people out of poverty by 2020. We will do this by connecting low-income people with public benefits, income supports, employment, and other community resources

that help increase their incomes above the poverty level. A signature focus will be leveraging millions of public dollars that would otherwise be left on the table.

The chart at left shows how income supports can help stretch the monthly family budget for a single working parent. Income supports can help move this family from under \$2,000 per month to nearly \$4,000. While increased earnings are the ultimate goal for most families we work with, the chart illustrates that income supports can be a powerful tool in alleviating poverty while we work with families to increase their incomes through wage progression and savings strategies.

### United Way Connects Families to Services Equal to One Month's Wages\*



Disclaimer: \*Single parent King County household with two children. Adult works full time at \$11/hour

**Measuring progress:** This is our newest community goal. We are developing annual metrics based on actual increases in income for those we serve as well as our estimated impact on total numbers of people living below poverty.

Strategies	Projected FY17 Results
<p><u>Investing in Services</u></p> <ul style="list-style-type: none"> <li>Invest \$850,000 to increase financial stability through income supports.</li> <li>Invest \$1.5 million to increase income through job placement, training, and wage progression strategies.</li> <li>Invest more than \$2 million to end childhood hunger.</li> <li>Invest \$2.5 million to connect people in crisis to resources.</li> </ul>	<p><b>Increase financial stability through income supports and living wage jobs</b></p> <ul style="list-style-type: none"> <li>In 2017, 25,000 low-income people access Free Tax Preparation services.</li> <li>12,000 people boost their income by accessing SNAP, utility assistance, FAFSA, and other public benefits.</li> <li>4,000 low income people get jobs with a career wage or living wage.</li> </ul> <p><b>End Childhood Hunger</b></p> <ul style="list-style-type: none"> <li>40,000 students access school breakfast.</li> <li>3,600 students access afterschool suppers.</li> <li>750,000 summer meals served.</li> <li>1.5 million food bank visits.</li> </ul> <p><b>Connect People in Crisis to Resources</b></p> <ul style="list-style-type: none"> <li>200,000 connections to community resources. for older adults and other vulnerable populations.</li> <li>3,000 individuals and families impacted by domestic violence, disaster, or other emergencies will have a safe place to stay.</li> </ul>

Strategies	Projected FY17 Results
<u>Influencing Policy and Practice</u>	
<ul style="list-style-type: none"> <li>• Advocate for state and federal anti-hunger programs, tax credits, and National Service programs; focus efforts on supporting funding for Working Families Rebate.</li> <li>• Mobilize volunteers, support hunger education events.</li> <li>• Maintain advocacy efforts that support SNAP, connect seniors to SNAP.</li> <li>• Administrative advocacy to reduce barriers to public benefits.</li> <li>• Increase use of materials and food appealing to Latino children.</li> <li>• Engage with Financial Empowerment Network</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in income supports for low wage working families.</li> <li>• Increased support for School Breakfast.</li> <li>• Maintain support for National Service Programs.</li> <li>• Maintain support for 2-1-1 and Emergency Food and shelter program.</li> <li>• Reduce barriers so more people access food and other benefit programs.</li> <li>• Reduce food security disparities for Latino children.</li> <li>• More people access financial empowerment tools including financial coaching, budget management, and opportunities for saving.</li> </ul>
<u>Leveraging Community Resources</u>	
<ul style="list-style-type: none"> <li>• Partner with 100+ Community Based Agencies and Local Governments to implement anti-poverty strategies.</li> <li>• Mobilize, train, and support 100+ National Service AmeriCorps Members to support anti-poverty strategies.</li> <li>• Engage 1,500 volunteers in Family Stability projects.</li> <li>• Leverage partnership with Siemer Foundation, Housing Authorities, School Districts, and CBO's.</li> </ul>	<ul style="list-style-type: none"> <li>• Leverage \$40 million of income supports and tax credits to supplement incomes of the working poor.</li> <li>• Leverage 150,000 + person-hours of work on anti-poverty related efforts valued at \$3.5 million.</li> <li>• Reduce school mobility for hundreds of students experiencing homelessness.</li> </ul>

## What do we plan to do differently in FY17?

We will eliminate funding in eight investment areas in the Result “People are empowered to manage their own health”. A portion of the funds will be reprogrammed toward financial stability. We will increase focus on the Fuel Your Future Campaign and test new strategies to increase financial stability of low income people.

See the tables in appendix A for more details on the changes represented in the plan for all our investment, racial equity, influence and leverage strategies.

### How will it improve our impact?

National Research tells us that the school nutrition hub model we employ in Fuel Your Future is a best practice for improving food security and child nutrition. We also know that access to income can come from employment, work incentives, public benefits, and other income supports and there are barriers for low income people to access earned income and income supports that we can address with services. United Way has demonstrated a successful model to help reduce barriers and increase access to income.

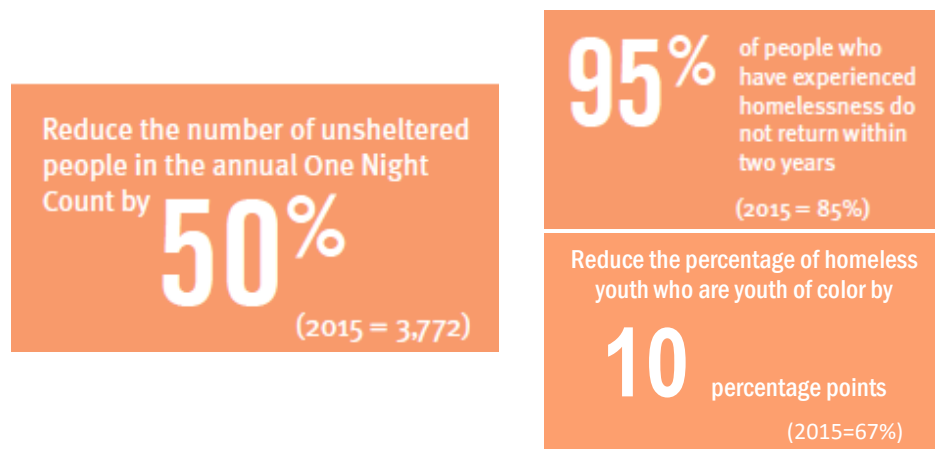
The Keeping Families Financially Stable impact area is redesigned to support the 2020 strategic plan goal of “Lifting 50,000 people out of poverty”. We continue to develop strategy in this area and know we have a good start with:

- Increased funding brought to our hunger work through the No Kid Hungry Social Innovation Fund Grant.
- Greater focus to enhance potential future funding opportunities for child hunger and financial stability.
- The Fuel Your Future Campaign is designed to hit specific targets that will help us reduce childhood hunger in south king county, It also leverages federal dollars and helps reduce food costs for low income families.
- Increasing the number of low income families who access tax credits and income supports will help us reach the goal of reducing poverty. We are developing evaluation tools to better measure which families accessing these services are actually moving out of poverty.
- We proposed several new efforts that are designed to help people move out of poverty. Scale will be determined based on funding availability, capacity, and donor interest.
- If we scale this model and take it to new sectors we can leverage millions of federal dollars and reduce poverty.



## ENDING HOMELESSNESS

Our community's vision is that homelessness becomes rare, and if it does happen, it is brief and one-time so people rebound quickly. As there is no moment of more acute vulnerability than when you lose your home. United Way will continue to work for an end to homelessness, building on the successes and learning from the experience gained through past efforts and national best practices.



**FISCAL YEAR 2017 UNITED WAY GOAL: Assist 20,000 people off the streets to shelter or housing.**

United Way has helped lead our community's efforts to end homelessness since before the adoption of our community's original 10-year plan in the early 2000s. United Way has developed and provided leadership in a number of key areas including housing for chronically homeless individuals via the Campaign to End Chronic Homelessness and in recent development of a robust set of Crisis Responses strategies to help move people off of the streets to shelter or housing.

United Way is also uniquely positioned to help accelerate the system changes required to make homelessness rare, brief, and one-time. This includes influencing development of a coordinated entry and assessment system for all homeless populations, analysis of our homeless system's programs and their effectiveness, and efforts to more effectively engage landlords in providing housing to people transitioning out of homelessness. We do this work in strong partnership with government funders, homeless services and housing providers, and All Home, formerly the Committee to End Homelessness in King County.

Yet, despite great investment of resources by United Way and many funder partners, homelessness still remains a significant problem in our community. Our local elected leaders have recognized that even greater attention is required if our community is to solve homelessness. In 2015, Seattle's Mayor and the County Executive declared a homeless state of emergency. The state of emergency resulted in a significant investment of new resources. Perhaps most importantly the state of emergency calls on the Federal government to increase its investments in helping local communities effectively address homelessness.

With this increased level of commitment progress against homelessness can continue to occur, making it rare, brief and—if experienced—one-time.

**RARE.** We will continue to advocate for preventing homelessness in the first place. Our Safe Place program diverts runaway youth from the streets and Lifelong Family Connections links youth in foster care with caring adults. Through our Youth at Risk of Homelessness (YARH) research we developed methods to identify those young people in the foster care system most likely to end up homeless and in FY17 will focus intensive independent living services where they will have the greatest impact on preventing homelessness.

Youth At Risk of Homelessness – Through a 2013 grant from federal Health and Human Services, United Way led a partnership to plan for and develop model interventions to prevent foster youth from exiting care into homelessness. In partnership with the state and dozens of youth-serving agencies in King and Yakima Counties, we developed a groundbreaking predictive model that rates an individual foster youth’s risk and protective factors and calculates a risk score for that youth’s likelihood of future homelessness. In the second phase of this work we will use that predictive model to identify and refer youth with a high risk of becoming homelessness into an intensive, evidence-based intervention. The intervention provides (1) intensified, clinical case management services, (2) peer support and (3) family finding, support and stabilization. Over two years an estimated 80 youth will receive the intervention, which will be evaluated for effectiveness by Partners for Our Children at the University of Washington.

**BRIEF AND ONE-TIME.** When someone becomes homeless it is a personal and community crisis. Our signature effort, Crisis Response, will connect people to immediate services through outreach and emergency shelter, the first steps to getting people into housing. “Navigators” will work with people on the streets to find immediate solutions that fit their individual needs—

### Promoting Racial Equity

Young people of color are overrepresented among homeless youth, representing 50-60% of those accessing services despite making up only 29% of King County's total population. United Way of King County monitors all of our investments to ensure parity in outcomes for youth of all races. To improve parity of access we are also working to increase services for homeless youth in areas in which most young people of color live: South Seattle and South King County.

from reconnecting with family, to the money for a security deposit or car repair, to a referral to an appropriate shelter. The “Navigators Program” is a significant innovation in helping address single adult homelessness. When appropriate the program will help divert people from the homeless assistance system. This ensures that the limited resources in that system are utilized for those individuals most in need. In collaboration with All Home, backed by better data



systems and closer coordination among providers, we will move people rapidly to housing and services matched to their specific needs, improving the odds that homelessness won't recur and that it is brief and one-time. We also plan to launch a new homeless employment program targeting unsheltered individuals to improve their ability to gain and maintain permanent housing. Our Companionship Program is being piloted in FY16 to test whether it provides further insurance against recurrence by helping reduce social isolation and creating a meaningful connection between volunteers and individuals who have transitioned out of homelessness. These interactions help formerly homeless individuals re-acclimate to living indoors, being part of a community outside the homeless assistance system.

**CHRONIC AND YOUTH HOMELESSNESS.** We will continue to help people who have slipped into chronic homelessness, drawing on the extensive network of housing and supportive services we and partners have established over the last decade. Critical moving forward will be developing a sustainability plan to provide continued support to permanent housing units created through United Way's Campaign to End Chronic Homelessness, which created nearly 2,000 housing units with supportive services for vulnerable chronically homeless adults. Funding at current levels is expected to be available through 2018.

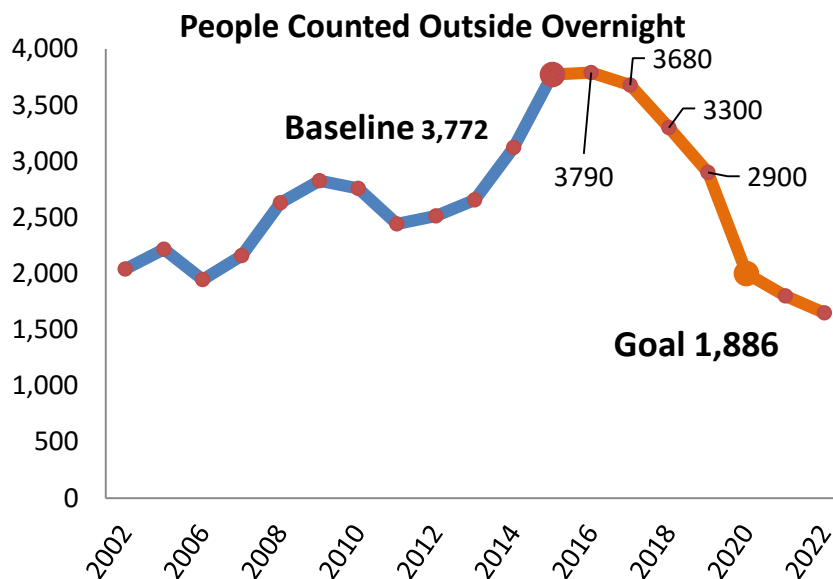
We will also continue our emphasis on youth homelessness, working with our partners to implement the Comprehensive Plan to Prevent and End Youth and Young Adult Homelessness in King County. United Way's investments in this area include prevention strategies such as family reunification, shelter beds, particularly in South King County, and employment services. We continue our special focus on preventing homelessness among former foster youth, building on predictive analysis referenced above, identifying the risk factors that determine which youth exiting foster care are most likely to become homeless.

**HOMELESSNESS AMONG OLDER ADULTS.** An emerging challenge for the homeless assistance system is working with the aging homeless population. Whether we are considering unsheltered individuals or formerly homeless individuals that are in permanent, supportive housing we know that the people are growing older. Initial FY16 data show that nearly a third of the clients in homeless shelters funded by United Way are over 55. As people age, they present unique challenges that most providers are not yet fully equipped to address. United Way will work with homeless providers and providers and funders in the older adult system to begin to identify strategies to support the aging homeless population.

## Theory of Change

Together we can make homelessness rare, and if it does happen, it will be brief and one-time so people rebound quickly. We will accomplish this by preventing young people from becoming homeless through targeted work with foster youth, optimizing the service system to serve more people and move them rapidly from homelessness to permanent housing and provide long term supportive housing to those who need it. As we increase the number of people successfully housed in the system and divert people from entering it, we will begin to see significant declines in the number of people left out in the rain.

**Measuring progress:** We expect annual decreases in the number of people counted outside to follow system improvements. These improvements are measured through our community's rare, brief and one time dashboard. We project positive progress on those metrics in FY16 and FY17 with reductions in the One Night Count numbers beginning in 2018. While multiple external factors are at play, we believe that if our strategies can be fully implemented, the number of people counted outside will be reduced to less than 1,900 by 2020.



Strategies	Projected Results
<u>Investing in Services</u> Invest \$9,162,052 in grants to: <ul style="list-style-type: none"> <li>• Connect homeless youth with families whenever appropriate.</li> <li>• Prevent exits to homelessness from the child welfare system.</li> <li>• Create pathways out of shelter and increase shelter capacity.</li> <li>• Improve access to shelter.</li> <li>• Match housing and service intensity with clients' needs.</li> <li>• Support a range of services for people experiencing homelessness.</li> <li>• Launch new homeless employment program targeting unsheltered individuals.</li> </ul>	<ul style="list-style-type: none"> <li>• 70 youth connected with a supportive adult.</li> <li>• Engage 30 youth in STAR intervention for high-risk foster youth.</li> <li>• 200 long term shelter stayers moved to permanent housing.</li> <li>• Increase shelter beds by 150.</li> <li>• Navigators move 150 clients off the streets.</li> <li>• 20,000 people provided emergency shelter and assistance accessing and maintaining permanent housing.</li> <li>• 200 individuals are linked to employment</li> </ul>

Strategies	Projected Results
<u>Influencing Policy and Practice</u>	
<ul style="list-style-type: none"> <li>• Establish improved common systems of screening and accessing housing (Coordinated Entry) for all homeless populations.</li> <li>• Support successful transition of Homeless Management Information System to new operator (King County) and vendor (Bit Focus)</li> <li>• Promote system change through strong infrastructure, business partnerships and shared accountability amongst funders and providers.</li> <li>• Increase public awareness through presentations, event and media efforts.</li> <li>• Advocate for public policy that will increase affordable housing and maintain safety nets.</li> <li>• Evaluate effectiveness of Landlord Liaison Project. Provide support for efforts focused on engaging landlords.</li> </ul>	<ul style="list-style-type: none"> <li>• Improvements to homeless system delivery, including a streamlined, efficient coordinated entry system that matches homeless individuals, youth and families to appropriate services and ensures compliances with state and federal regulations.</li> <li>• HMIS an effective tool, producing quality, timely data on homeless system.</li> <li>• Increase public and private resources to address homelessness.</li> <li>• Public approves policy changes and resource allocations for homeless housing services.</li> <li>• Increase access to affordable housing options for people transitioning out of homelessness.</li> </ul>
<u>Leveraging Community Resources</u>	
<ul style="list-style-type: none"> <li>• Mobilize 500 volunteers to support strategies and build public will through Community Resource Exchange and Companionship Program.</li> <li>• Align with public and private funders to support common goals, shared outcomes and joint reporting for greater effectiveness.</li> </ul>	<ul style="list-style-type: none"> <li>• Community members see ending homelessness as possible and a priority</li> <li>• Improved data quality to enable effective use for performance measurement and system optimization.</li> </ul>

## What do we plan to do differently in FY17?

In fiscal year 2017 we will expand work on Crisis Response to get more people off the street, implement our plan for stopping youth from becoming homeless when they exit foster care and increase focus on landlord engagement and access to housing so people experiencing homelessness can access permanent housing. We will also assess the results of the first year of our Companionship Program, Navigators Program and effort (under development in FY16) to support homeless people with employment. We will also begin to implement system transformation strategies identified through a system optimization modeling project that will be completed in 2016.

See the tables in appendix A for more details on the changes represented in the plan for all our investment, racial equity, influence and leverage strategies

### How will it improve our impact?

Our strategy is based on new research and best practices on shorter-term, more cost-effective interventions that can help reduce homelessness. By utilizing these strategies we can move more people quickly and efficiently into permanent housing. This will eventually result in smaller numbers of people left outdoors overnight



# People Have Homes

LIVE UNITED



## FY17 Strategy and Investment Plan

### Appendix A

The tables below specifies the changes from fiscal year 2016 represented in the strategies summarized in the plan.

### FY17 Proposed Changes to Investments for Crosscutting Approaches

Investment Area ID Numbers	Investment Strategy	Proposed Changes for FY17	FY16 Budget	Proposed Allocation for FY17
<b>Crosscutting Approaches</b>			<b>\$958,015</b>	<b>\$958,015</b>
4000, 4001	New Solutions New Solutions will focus on innovative, community-driven strategies that have promise for filling gaps or improving impact on our goals.	We will have one funding process in the fall.	\$488,415	\$488,415
1429, 1482	Increasing volunteerism	Minor changes to be based on current grant results	\$234,600	\$234,600
1	National Service/AmeriCorps Program	No Change	\$60,000	\$60,000
3	Contingency Funding	No Change	\$75,000	\$75,000
4001,1460, 1493	Dues, Memberships, Events, Infrastructure Support	No Change	\$35,000	\$35,000
3	Planning Capacity	No Change	\$15,000	\$15,000
1437	Racial Equity Capacity Building	No Change	\$50,000	\$50,000

## FY17 Proposed Changes to Strategies for Giving All Kids an Equal Chance

### INVESTMENT STRATEGIES

Investment Area ID Numbers	Description of Strategies	Proposed Changes for FY17	FY16 Budget	Proposed Allocation for FY17
Early Learning			\$8,725,312	\$7,225,312
1433, 1466	Coordinate implementation of the Parent Child Home Program across King County.	Direct funding from United Way for Parent-Child Home Program will begin to ramp down toward long-term ongoing annual funding. FY17 total is estimated and subject to change.	\$5,150,000	\$3,650,000
2214, 2215, 2216	Invest in parent education, support and advocacy to make sure that King County parents are informed, supported and engaged.	Family Support and Advocacy (2216) activities and funding being folded into the other two parent support investments (parent Ed - 2214 and home visiting- 2215). Contracts will be renewed with no application, but adjustments will be made to specific funding amounts per grantee, based on results of first 1.5 years of funding under new parent support frame.	\$1,829,015	\$1,829,015
2209	Invest in early care and education focused on ensuring that providers deliver high quality services.	Contracts will be renewed with no application, but adjustments will be made to specific funding amounts per grantee.	\$807,039	\$807,039
2409	Invest in services to identify and intervene in developmental delays and disabilities to make sure that young children meet developmental milestones.	Contracts will be renewed with no application, but adjustments will be made to specific funding amounts per grantee.	\$424,500	\$424,500
1424, 1445, 1469, 2005, 2013, 3	Invest in a variety of efforts to improve the system of care and support for young children and their parents.	Contracts will be renewed with no application, with likely changes to per-grant amounts.	\$514,758	\$514,758

### RACIAL EQUITY STRATEGIES

Description of Strategies	Proposed Changes for FY17
Invest in technical assistance and support for early learning service providers to improve services to young children and their families most affected by racial disparities. Build on learnings from the PCHP Racial Equity Technical Assistance	These strategies will continue from FY16. In addition we will begin development of a new strategy to address disproportionality for a specific early learning population for potential pilot implementation in late FY17.



<p>project, e.g. share effective policies identifies through that project with other providers.</p> <p>Convene sub-groups of grantees (and potentially others) for cross-organization education and input on topics like measurement, successful equity practices, etc.</p> <p>Early intervention equity improvement strategies- perhaps related to education pathways for specialized providers, education and outreach to communities of color.</p>	
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## INFLUENCE/PUBLIC POLICY STRATEGIES

Description of Strategies	Proposed Changes for FY17
<ul style="list-style-type: none"> <li>Advocate for aligned community strategies, e.g. Best Starts for Kids, Seattle Preschool Program to focus earlier than preschool and on parent role.</li> <li>Bring additional community feedback to Early Achievers child care quality rating and improvement system in King County, with particular focus on equity issues.</li> <li>Active involvement in the King County Early Learning Coalition, SOAR.</li> <li>Active involvement and/or leadership in local collective impact initiatives: Eastside Pathways (Bellevue) and the Road Map Project (South King County/South Seattle).</li> <li>Provide support for implementation of early intervention policies that are part of Help Me Grow Washington's agenda.</li> <li>Support Pay for Success opportunities for early learning public funding.</li> <li>Increase linkages and frequency of interactions with Department of Early Learning.</li> <li>Develop PCHP ambassadors from grantee staff and families served.</li> </ul>	<p>Discontinue:</p> <ul style="list-style-type: none"> <li>King County Early Learning Funders Collaborative.</li> </ul> <p>New:</p> <ul style="list-style-type: none"> <li>Gather and provide additional community feedback on implementation of Early Achievers in King County and how it could be improved, with particular focus on equity issues. Advocate for changes where necessary.</li> <li>Support for implementation of early intervention screening policies that are part of Help Me Grow Washington's agenda.</li> <li>Early intervention equity improvement strategies- perhaps related to education pathways for specialized providers, education and outreach to communities of color.</li> <li>Development of PCHP ambassadors.</li> <li>Increased focus on convening grantees (and potentially others) for cross-organization education and input on topics like measurement, successful equity practices, etc.</li> </ul>

## LEVERAGE/ALIGNMENT STRATEGIES

Description of Strategies	Proposed Changes for FY17
<ul style="list-style-type: none"> <li>Broker and administer school district funding for Parent-Child Home Program.</li> <li>Broker Home Visiting Services Account funding for Parent-Child Home Program.</li> <li>Broker Best Starts for Kids levy funding for Parent-Child Home Program.</li> </ul>	<p>New:</p> <ul style="list-style-type: none"> <li>Broker Best Starts for Kids levy funding for Parent-Child Home Program.</li> </ul>

Description of Strategies	Proposed Changes for FY17
<ul style="list-style-type: none"> <li>Sustain and build connections between PCHP and other service systems, including child welfare, early intervention, quality preschool, and other home visiting services.</li> <li>Help plan and implement King County Developmental Disabilities Division equity training.</li> <li>Create more intentional referral pathways and planning opportunities for connections between early learning services we support and UWKC's other areas of focus- disconnected youth who are parents, families with young children experiencing homelessness, families with young children engaged in our family stability activities, etc.</li> </ul>	

## FY17 Proposed Changes to Strategies for Supporting Youth

### INVESTMENT STRATEGIES

Investment Area ID Numbers	Description of Strategies	Proposed Changes for FY17	FY16 Budget	Proposed Allocation for FY17
<b>Youth</b>			<b>\$5,654,345</b>	<b>\$7,931,236</b>
2204, 2305, 2410	Invest in out of school time services to help youth achieve positive social development.	In the next year we will be looking at creating new funding strategies surrounding dropout prevention. We will build on our successful Middle Grades Success program to ensure more youth make successful transitions from 8 <sup>th</sup> to 9 <sup>th</sup> grade. Research shows that a successful transition into 9 <sup>th</sup> grade is a predictor of high school graduation. We will focus youth development investments on activities that promote school engagement. Finally, we will focus our behavioral health investments on more innovative services such as parent support, that target youth with mental health, substance abuse, trauma/abuse issues and learning disabilities to minimize the effect of these issues on youths' opportunity to graduate.  Decrease in school-age youth funding (6 months @ 5%= \$123,814)	\$4,140,860	\$4,019,553
2212	Invest in school- community partnerships to ensure students succeed in middle-grades.		\$705,411	\$705,411
2011, 1497	Invest in efforts to improve the system of services and support for youth.		\$106,272	\$106,272

Investment Area ID Numbers	Description of Strategies	Proposed Changes for FY17	FY16 Budget	Proposed Allocation for FY17
1467, 1480	750 predominantly youth of color will complete high school credential requirements within 1-2 years of enrollment in reengagement programming (June 30, 2017 at the latest).	Expand enrollment of 16-21 year old disconnected youth in Open Doors-supported reengagement programming that leads to a high school credential and career skills, from 1,295 youth in FY16 to 1,445 in FY17. Increased budget goal of \$2.96 million for Reconnecting Youth for FY16, and a target budget goal of \$3.11 million for FY17. Timing of resource allocation dependent on fundraising results.	\$701,802 (Adopted)  \$2,960,000 (updated goal)	\$3,100,000

## RACIAL EQUITY STRATEGIES

Description of Strategies	Proposed Changes for FY17
750 youth, predominantly youth of color, will complete high school credential requirements within 1-2 years of enrollment in reengagement programming (June 30, 2017 at the latest).	This strategy is continued from FY16.

## INFLUENCE STRATEGIES

Description of Strategies	Proposed Changes for FY17
Advocate for State and/or federal level policy changes (e.g., to the state basic education allocation) that will increase resources to help high need youth earn a high school credential and complete post-secondary certification.	This strategy is continued from FY16.

## LEVERAGE STRATEGIES

Description of Strategies	Proposed Changes for FY17
We will recruit and train United Way volunteers to help mentor and tutor high need youth, towards increased completion rates for high school and post-secondary credentials.  We will leverage \$3.6 million in public funding to support reengagement programming and outcomes by June 30, 2016.	This strategy is continued from FY16.

## FY17 Proposed Changes to Strategies for Keeping Families Stable

### INVESTMENT STRATEGIES

Investment Area ID Numbers	Description of Strategies	Proposed Changes for FY17	FY16 Budget	Proposed Allocation for FY17
<b>Keeping Families Stable Total</b>			<b>\$7,929,726</b>	<b>\$7,410,620</b>
1463, 2402, 2404, 2405, 2408, 2417, 2418	<b>Invest in Services to Connect People in Crisis to Resources</b> <ul style="list-style-type: none"> <li>200,000 connections to community resources through information and referral services for older adults and other vulnerable populations.</li> </ul>	<b>Connect People in Crisis To Resources</b>  <u>Investment</u> <b>Decrease investments in:</b> People are empowered to manage their own health (\$1.7M)	\$1,644,839	\$0
2003, 2009, 2010, 2011, 2012, 2415, 2416	<ul style="list-style-type: none"> <li>3,000 individuals and families impacted by domestic violence, disaster, or other emergencies will have a safe place to stay through a variety of crisis services.</li> </ul>	<b>Maintain Investments in:</b> People have easy access to services and determine changes for realignment in FY18. Individuals and families live in safe home environment and determine changes for alignment with goals in FY18.	\$1,731,859	\$1,813,312
2303, 2304, 2306, 2308, 2309, 2311, 2312		Maintain administration of Emergency Food & Shelter Program.	\$1,025,204	\$1,025,204

Investment Area ID Numbers	Description of Strategies	Proposed Changes for FY17	FY16 Budget	Proposed Allocation for FY17
3002, 3007, 3009	<p><b>Invest in services to End Childhood Hunger (assumes SIF grant)</b></p> <ul style="list-style-type: none"> <li>• 40,000 students access school breakfast.</li> <li>• 3,600 students access afterschool suppers.</li> <li>• 750,000 summer meals served.</li> </ul>	<p><b>Child Nutrition   Fuel Your Future (new name)</b></p> <p>Increase Focus on School Breakfast via Breakfast Challenge, Community Eligibility Outreach and Breakfast Coaches (SIF Funded).</p> <p>Continue and potentially expand Nutrition Hubs based on year 1 results (partially funded by SIF); this includes increased work on Nutrition Education not called out in FY16 SIP.</p> <p>Increase focus on Afterschool Suppers via investments in YMCA and WithinReach (SIF Funded).</p> <p>Continue focus on Summer Meals (SIF Funded).</p> <p>Continue investments in food banks in ensuring 3,000 families in the Rainier Valley have access to healthy, nutritious and culturally appropriate foods.</p>	\$1,385,556	\$1,385,556
2101	<ul style="list-style-type: none"> <li>• Invest in emergency food services to support 1 million food bank visits.</li> </ul>	Contracts will be renewed for FY17.	\$836,348	\$836,348
1479, 2503	<p>Increase financial stability through income supports and jobs for people experiencing or at-risk of homelessness, immigrants and refugees, adults with disabilities and adults over 50.</p> <ul style="list-style-type: none"> <li>• In 2017, 25,000 low income people access Free Tax prep services (assumes new resources).</li> <li>• 12,000 people access SNAP and other public benefits (assumes additional resources for seniors).</li> <li>• 4,000 low income people access jobs through employment and training services (more if additional funding granted).</li> </ul>	<p>Employment Contracts will be renewed for FY17 but agencies will be expected to report on progress toward anti-poverty measures; <i>Expansion of Tax Campaign and other anti-poverty programs is based on availability of funding.</i></p> <p>Increase support for helping low income people access public benefits.</p> <p>Maintain investment in Financial Empowerment Center.</p> <p>Increase investments in Job training and Employment.</p>	\$1,305,920	\$2,350,200

## RACIAL EQUITY STRATEGIES

Description of Strategies	Proposed Changes for FY17
Increase use of materials and food appealing to Latino children.	Work to improve racial equity in outcomes at Nutrition Hub Schools and through Breakfast Challenge (metrics available in October 2015); key focus on Latino children.

## INFLUENCE STRATEGIES

Description of Strategies	Proposed Changes for FY17
<ul style="list-style-type: none"> <li>Advocate for state and federal anti-hunger programs, tax credits, and National Service programs.</li> <li>Mobilize volunteers, support hunger education events.</li> <li>Maintain advocacy efforts that support SNAP, connect seniors to SNAP.</li> <li>Administrative advocacy to reduce barriers to public benefits.</li> <li>Engage with Financial Empowerment Network</li> </ul>	<p><b>Child Nutrition   Fuel Your Future (new name)</b>  <b><u>Influence</u></b></p> <ul style="list-style-type: none"> <li>Increase focus on cultivating school and local government champions via Breakfast Challenge and Nutrition Hubs.</li> <li>Increase focus on state level administrative advocacy via OSPI. (instructional time for meals; Community Eligibility) / In FY16 we will likely reduce focus on BAB legislation but may increase this in FY17.</li> <li>Work with key partner organizations to focus on the community-level goals around child nutrition.</li> </ul> <p><b>Financial Stability</b></p> <ul style="list-style-type: none"> <li>Continue advocating for strong support for State and federal Tax Credits / If FY17 political climate allows increase advocacy for state EITC.</li> <li>Increase partnership with DSHS to connect seniors to SNAP.</li> <li>Maintain support for policy and administrative advocacy efforts that support SNAP.</li> <li>Support establishment of local Financial Empowerment Centers.</li> </ul> <p><b>Connect People in Crisis To Resources</b></p> <ul style="list-style-type: none"> <li>Maintain support for 2-1-1.</li> </ul>



## LEVERAGE STRATEGIES

Description of Strategies	Proposed Changes for FY17
<ul style="list-style-type: none"> <li>Partner with 100+ Community Based Agencies and Local Governments to implement anti-poverty strategies.</li> <li>Mobilize, train, and support 100+ National Service AmeriCorps Members to support anti-poverty strategies.</li> <li>Engage 1,500 volunteers in Family Stability projects.</li> <li>Leverage partnership with Siemer Foundation, Housing Authorities, School Districts, and CBO's.</li> </ul>	<p><b>Child Nutrition   Fuel Your Future (new name)</b></p> <p><u><b>Leverage</b></u></p> <ul style="list-style-type: none"> <li>Continue to leverage National Service (AmeriCorps and VISTA).</li> <li>Increase leverage of child nutrition resources (School Breakfast, Afterschool Suppers, Summer Meals).</li> <li>Utilize SIF grant to leverage local match.</li> <li>Social Innovation Fund Grant.</li> </ul> <p><b>Financial Stability</b></p> <ul style="list-style-type: none"> <li>Increase leverage of income supports and tax credits.</li> <li>Continue to leverage National Service (AmeriCorps and VISTA) / Increase focus of VISTA Projects on strategies that help us achieve goal of lifting 50k out of poverty.</li> </ul> <p><b>Connect People in Crisis To Resources</b></p> <ul style="list-style-type: none"> <li>Continue to leverage National Service (AmeriCorps and VISTA).</li> <li>Leverage EFSP Funds.</li> <li>Reduce school mobility for hundreds of students experiencing homelessness.</li> </ul>

## FY17 Proposed Changes to Strategies for Ending Homelessness

### INVESTMENT STRATEGIES

Investment Area ID Numbers	Description of Strategies	Proposed Changes for FY17	FY16 Budget	Proposed Allocation for FY17
Homelessness			\$9,300,465	\$9,162,052
	<p><b>Make the following investments in Crisis Response</b></p> <p>United Way will continue to invest in strategies to strengthen our community's Crisis Response system.</p> <ul style="list-style-type: none"> <li>Navigators with flexible funds will assist 150 families/individuals in FY17.</li> </ul>	<p><b>Crisis Response -</b></p> <p>Significant effort will be placed on creating a robust diversion program for single adults. Individuals and families will be linked to mainstream resources and housing to ensure safety and stability. While Crisis Response efforts are about helping people respond to the immediate crisis of homelessness the overall goal of the</p>		

Investment Area ID Numbers	Description of Strategies	Proposed Changes for FY17	FY16 Budget	Proposed Allocation for FY17
	<ul style="list-style-type: none"> <li>200 long term shelter stayers will move to permanent housing.</li> <li>Increase shelter beds by 150.</li> </ul> <p><b>Single Adult Homelessness. -</b></p> <p>Expand overall shelter capacity by up to 150 beds in FY17.</p> <p>United Way has invested significantly in providing adequate interventions and housing for single adults experiencing homelessness particularly individuals who are chronically homeless.</p> <p>Develop and pilot homeless employment program.</p>	<p>effort is to ensure that people transitioning out of homelessness are moving along a pathway to housing.</p> <p><b>Single Adult Homelessness -</b></p> <p>Increase shelter efficiency by moving long-term stayers to more appropriation housing options. Move 230 LTS out of shelters and into housing in FY17.</p> <p>A top priority in FY17 will be to develop a long-term <i>sustainability plan</i> for investments made as part of CECH Work with All Home (formerly the Committee to End Homelessness) to develop a system of coordinated entry and assessment, an analysis of additional resources needed to meet the need of single adults experiencing homelessness.</p>		
2102	<p>People at risk of becoming homeless retain stable housing.</p> <p>70 youth connected with a supportive adult.</p> <p>Engage 30 youth in STAR intervention for high-risk foster youth.</p>	<p>Review investments in prevention after the completion of the System Wide Analytics and Projection (SWAP) tool project in 2016. Investments in this area may be opened for competition in spring 2016 based on the SWAP recommendations.</p>	\$450,000	\$438,750
2103	Invest in emergency shelter	Contracts will be renewed for FY17.	\$1,432,015	\$1,396,215
1414,1441,1452,1453, 1456, 1457, 1492, 2422	Supportive housing services for chronically homeless individuals.	Contracts will be renewed for FY17.	\$2,287,676	\$2,287,676
1413, 1414, 1418, 1425, 1438, 1440, 1450, 1458, 1462, 1476, 1477, 1478, 1481, 1484, 1485, 1488, 1491, 1495, 2104, 2105,	Invest in a variety of survival services, transitional housing and supportive services designed to help people experiencing homelessness gain permanent housing.	Review investments in transitional housing and survival services after the completion of the System Wide Analytics and Projection (SWAP) tool project in 2016. Some investments in these areas will likely be opened for	\$5,130,774	\$5,039,411

Investment Area ID Numbers	Description of Strategies	Proposed Changes for FY17	FY16 Budget	Proposed Allocation for FY17
2108, 2109, 2110, 2112, 2113, 2114, 2217, 2421, 2423, 2507		competition in spring 2016 based on the SWAP recommendations.		

## RACIAL EQUITY STRATEGIES

Description of Strategies	Proposed Changes for FY17
Young people of color are overrepresented among homeless youth, representing 50-60% of those accessing services despite making up only 29% of King County's total population. UWKC monitors all of our investments to ensure parity in outcomes for youth of all races. To improve parity of access we are also working to increase services for homeless youth in areas in which most young people of color live: South Seattle and South King County.	Increased geographic focus in areas where most at-risk youth of color live. In FY17 this will primarily be South Seattle and South King County.

## INFLUENCE STRATEGIES

Description of Strategies	Proposed Changes for FY17
<p><b>Youth Homelessness -</b> United Way will continue to work in alignment with local philanthropy and governments on strategies identified through All Home Youth and Young Adult Initiative. Our focus is on developing innovative strategies to address the flow of young people exiting foster care into homelessness.</p> <p><b>Access to Housing -</b> We will advocate for affordable housing.</p> <p><b>Coordinated Entry –</b> Establish improved common systems of screening and accessing housing (Coordinated Entry) for all homeless populations.</p> <p><b>HMIS Transition –</b> Support successful transition of Homeless Management Information System to new operator (King County) and vendor (Bit Focus)</p>	<p>This work began as part of the federal Youth at Risk of Homelessness planning grant, and will continue in the implementation and evaluation stages in 2017. United Way staff and volunteers on the Ending Homelessness and Reconnecting Youth teams will collaborate closely to ensure eligible young people are supported seamlessly across homeless and education systems.</p> <p>In FY17 we will focus on two <i>influence</i> strategies to help increase the accessibility to affordable housing in our community. United Way will focus on supporting the Seattle Housing Levy which will be up for renewal. In addition, United Way will work with levy organizers to ensure that new investments focus on both the most vulnerable and those who are put at-risk of homelessness due to the high cost of housing.</p> <p>Improvements to homeless system delivery, including a streamlined, efficient coordinated entry system that matches homeless individuals, youth and families to appropriate services and ensures compliances with state and federal regulations.</p> <p>HMIS is an effective tool, producing quality, timely data on homeless system. HMIS is recognized as adding value to the work of both funders and providers.</p>

## LEVERAGE STRATEGIES

Description of Strategies	Proposed Changes for FY17
<p>Support engagement of landlords to increase access to housing for people transitioning out of homelessness.</p> <p>Improve data quality for effective use for performance and learning.</p> <p><b>Community/Volunteer Engagement -</b> Making homelessness rare, brief, and one-time requires that our community continues to understand the issue and to choose to invest in solutions. Engaging individuals, businesses, and other stakeholders is critical in maintaining the public and political will required to end homelessness. United Way will continue to engage individuals in this effort through the Community Resource Exchange and through our new Companionship Program. The Companionship</p>	<p>We will focus on making our community-wide efforts to engage landlords broader and more effective. The team will review existing efforts and investments including the work of the Landlord Liaison Project and the One Home Campaign.</p>

<p>Program matches volunteers with formerly homeless people and is intended to help reduce social isolation and create a meaningful connection between volunteers and individuals who have transitioned out of homelessness. This program will be assessed after one year of operation.</p>	<p>United Way will be working with All Home on developing strategies to more fully engage the business community in ending homelessness. The development of a business roundtable is one strategy currently under consideration.</p> <p>United Way will be adding a component to CRE which focuses specifically on youth and young adults. This will align with the annual “Count Us In” effort.</p>
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# FY17 Strategy and Investment Plan

## Appendix B

### How we developed our plans

#### Background research

We review and update community needs data and look for information on emerging needs. We consult local and national experts on our issues and meet with service providers and others in the community to learn all we can about the issues that are most important. We bring this information to our impact councils. We determine the needs that are of greatest importance and look for strategies that have been shown to be effective in meeting them. Again we consult with experts and community members to generate ideas on how United Way of King County can best address the need or issue. We also look at past performance data on our investments relevant to the issue and determine whether adjustments to our investment strategy could improve results. Here is an example of some of the conclusions we have drawn for this plan about what works:

#### Family Stability

- National Research tells us that the school nutrition hub model we employ in Fuel Your Future is a best practice for improving food security and child nutrition.
- A lack of income is a leading cause of poverty. Access to income can come from employment, work incentives, public benefits, and other income supports.
- There are barriers for low income people to access earned income and income supports that we can address with services.
- United Way has demonstrated a successful model to help reduce barriers and increase access to income.

#### Supporting Youth

- We know that investments in one-to-one support and educational navigation will increase the number of Opportunity Youth who resume and complete work on a high school credential, and move on to post-secondary training.
- Investments in youth development, academic achievement, mental health, chemical dependency services, and services for youth affected by neglect or abuse have been demonstrated through research to increase the number of youth who stay on track towards high school graduation.

When developing a new strategy we use the same set of criteria for determining our priorities to select specific strategies:

- Is it a big problem relevant to our impact area goals?
- Can we have a measurable impact with our investment, leverage and influence resources?
- Is it a core competency for United Way?
- Can we raise money for this strategy?
- Can we make a long enough commitment to this strategy to show results?

#### Feasibility

Then we determine what the new or revised strategy will require in terms of financial, staff and volunteer resources. We decide whether it is feasible give our organizational resources to support it and its likelihood of supporting our goals in a measureable way. Below is review of resources required for some of the new strategies proposed this year. The analysis of how they improve our impact is included in the plan.



**Family Stability**

Some of our plans in this area are contingent on available funds. We plan increased funding for our Fuel Your Future Campaign and development of a new financial stability strategy. Potential sources of funding include:

- No Kid Hungry SIF and Match (sources still TBD).
- Reallocated Family Stability Funds.
- We will continue to leverage National Service Members, interns, SYEP, Hunger Fellows, volunteers, and temporary staff to support expanding work in this area.

**Early learning**

We are looking for at least \$2,000,000 in funding for PCHP from non-UWKC sources in order to make sure that 1,200 families continue to get services. Potential sources include State Home Visiting Services Account (through Thrive Washington), Best Starts for Kids, school districts. PCHP activities and staffing will be reduced to reflect our lower level of direct support.

We will discontinue management of the Volunteer Reader Program. We may continue to provide a small amount of recruitment, referral and/or training support to help child care programs continue to use volunteer readers. Staffing will be available through reduced work on PCHP. Additional racial equity-focused activities, including early intervention support, will be provided by current and re-assigned impact staff.

We will review the results of our first year of parent support under a new model and determine any adjustments in funding, strategy or target population that could improve our impact. We will monitor our first year of targeted child care quality and cultural competency investments and evaluate the results for potential adjustments in 2018.

**Ending Homelessness**

The resources required include \$500,000 for the Navigator program to fast track people living outdoors into shelter or housing. We will invest up to \$50,000 in the foster youth project and system transformation will involve a reallocation of existing UWKC investments. Landlord engagement and access to housing are in the design phase and costs will be identified in mid-2016.

**Supporting Youth**

\$3.1 million in new United Way fundraising will support increased enrollment of youth in the program. We are seeking these funds from a variety of sources: United Way's Reconnecting Youth campaign; selected grant-writing efforts; potential technology grants; state Basic Education Allocation funds; Workforce Investment Opportunity Act (WIOA) funds; and Basic Food Employment Training (BFET). This new impact area is under the leadership of our Associate Vice President for Community Services with staff support from an Associate Director and an Impact Manager. This represents a small increase in staff support in that the impact manager time is fully devoted to the Supporting Youth impact area with other duties moved to the Planning Department.

**Risk Analysis**

We investigate the risks and external factors that will support or impede the success of the strategy and incorporate that information into the decision process.

### **Early Learning**

The greatest risk is that we and our grantee partners may not be able to secure the resources to sustain PCHP services at current levels.

### **Supporting Youth**

One of the more significant risks is that success in achieving these community outcomes may fall short of goal. External factors that may influence our success include:

- Readiness of local K-12 and community and technical colleges to partner with United Way.
- Ability of high need youth to see value of high school and post-secondary credentials.
- Availability of volunteers to help youth complete high school credential requirements.
- Willingness of donors to support reengagement programming for high need youth.

### **Family Stability**

Poverty has been increasing in King County for the past 40 years. Making a measureable impact is challenging and will require a broad, community-wide strategy. The following external factors will influence our success:

- Changes in local, state, and federal policy e.g., Child nutrition Reauthorization at a federal level.
- Adoption of Community Eligibility at a local level; Breakfast After the Bell Mandates; Funding for National Service Programs.
- Housing affordability.
- Funding opportunities to expand each area of work.
- Buy-in from schools, state agencies, community colleges.

### **Ending Homelessness**

The following external factors will influence our success:

- The economy.
- Ability to access housing.
- Actions of other funders.
- Outcomes of Seattle Housing Levy, Renewal of Vets and Human Services Levy.

### **Stakeholder analysis and engagement**

We do a stakeholder analysis to identify who has an interest in the strategy and who might be affected by it. We ask how it might affect different stakeholder groups and we engage representatives of those groups in informing the strategy for maximum benefit and engagement of necessary partners.

#### **Early learning**

Stakeholder analysis:

PCHP providers will need to invest more energy in fundraising to sustain services at current levels as our investment ramps down.

Child care providers participating in Volunteer Reader will lose volunteer management support.

Children and families in communities we identify as underserved by our programs may get better access to services in the future.

Engagement in the planning process:

Direct input and information has come from the following sources: the Early Learning Impact council, Early Learning staff, Public Policy staff, Planning staff, cross-agency PCHP team, current racial equity TA recipient agencies, Child Care Resources staff, King County Developmental

Disabilities Division staff, early intervention grantees, PCHP grantees, Road Map Project, Puget Sound ESD.

## **Supporting Youth**

### Stakeholder analysis:

This plan provides an opportunity to strengthen high school completion rates for high need youth who are presently in school, and to improve completion rates for high school and post-secondary credentials among youth who have dropped out of high school.

A realignment of school-age strategies and investments, focused on increasing high school completion rates for middle grade youth may diminish or increase funding for grantees in these investment areas related to youth development, middle grade success, mental health and chemical dependency services and services for youth affected by abuse and neglect.

### Engagement in the planning process:

Reconnecting Youth partners (e.g., CCER, EER, others), Opportunity Youth partners, agencies, and the newly convened Youth Impact Council have provided input used to develop this SIP. We will also convene our system-wide partners, including the Youth and Family Provider Network, YDEKC, SOWA and SKHSC in 2017.

## **Family Stability**

### Stakeholder analysis:

#### Current grantees

- We will reduce \$1.75 million in Family Stability Grants. Current contracts will end June 30, 2016. Agencies have been notified. Most are unlikely to receive future funding in the Family Stability area.

#### Potential grantees

- There will be funding opportunities for schools, Community Based Organizations, and local governments working to reduce childhood hunger through federal nutrition programs.
- There may be funding for Community Based Organizations and Community Colleges working to increase income for low income people.

#### Volunteers

- There will be new volunteer opportunities with Fuel Your Future Schools.

#### Funding partners

- Our work is done in collaboration with public and private partners. Each of our strategies represents opportunities to leverage funds, sponsor work, and donate to signature efforts. United Way will continue to convene appropriate funders to help reduce childhood hunger and increase the financial stability of low income families. We will offer opportunities for recognition, tours, and feedback sessions.

#### Donors

- Our work is done in collaboration with public and private partners. Each of our strategies represents opportunities to leverage funds, sponsor work, and donate to signature efforts. United Way will continue to convene appropriate funders to help reduce childhood hunger and increase the financial stability of low income families. We will offer opportunities for recognition, tours, and feedback sessions.

#### Communities/people for whom services are intended

- Parents and students will be engaged in all Fuel Your Future strategies. This includes planning, marketing, and evaluation.
- We will prioritize child nutrition efforts that decrease racial inequities.

- Clients are heavily engaged in the Free Tax Preparation Campaign and will be involved in the development and implementation of new financial stability efforts.

Engagement in the planning process:

- Community Services Staff.
- Agencies via community conversations, one-to-one meetings, and outcome reports.
- Local and National No Kid Hungry Partners (including Share Our Strength, Feeding America, FRAC, Children's Alliance, WithinReach, YMCA, OSPI, etc.).
- 50+ Tax Campaign partners and Financial Empowerment Network.
- It is informed by client feedback on meal programs and Tax Campaign.
- Impact Council will be engaged in August and beyond.

**Ending Homelessness**

Stakeholder analysis:

Current grantees

- Some changes may occur that would affect grantees funding for transitional or permanent housing as we "right-size" our system.

Potential grantees

- Currently participating in SWAP analysis, which will inform UWKC's funding decisions.

Volunteers

- Impact Council volunteers will make recommendations on funding changes.

Donors

- Reductions in unsheltered count may inspire donors to commit additional resources.

Communities/people for whom services are intended.

- Specific subpopulations.

Engagement in the planning process:

Soliciting input into our work has had to take place in the broader context of the community engagement work that All Home (formerly the Committee to End Homelessness) has done to inform the development of its new Strategic Plan. We've had to take care that our requests for information and input are not redundant and that input received would actually have the potential to modify our direction or overall strategies. At this point we've received input from the following:

- OOTR Impact Council.
- Select current grantees helping inform the design of specific projects.
- Other community partners such as government, advocates, etc.
- Key All Home (formerly Committee to End Homelessness) committees including Single Adult Advisory Group, Communications, etc.
- Consultants engaged with community on key issues such as Focus Strategies.

Opportunities for input will continue as the Strategy and Investment Plan for FY17 is developed.

# FY17 Strategy and Investment Plan

## Appendix C

### United Way of King County Funding Principles

#### General Guidelines

**Overall guiding principle:** Proposals should be consistent with our mission of *bringing caring people together to give, volunteer, and take action to help people in need and solve our community's toughest challenges*.

1. United Way of King County investments will focus on achieving measurable results - community level and program level - which reflect the goals outlined in the Strategy and Investment Plans
2. United Way of King County investments are guided by our donors. As stewards of donor dollars, we match our investments in the community with donor intent
3. United Way prioritizes three bodies of work: helping people meet their basic needs, ending homelessness and giving all kids an equal chance to succeed
4. United Way prioritizes support for services to the most vulnerable and underserved people in our community, for example, very low-income families with young children, people experiencing long-term homelessness, older adults struggling to meet basic needs
5. United Way prioritizes funding for services and programs that address racial disparities. We are intentional about funding organizations that deliver effective, culturally competent services that work to reduce racial disparities
6. United Way prioritizes support for programs, services and strategies where our investment and involvement leverages other funds, is part of a larger partnership or plays an integral role in the human services system
7. United Way of King County serves all of King County and we balance funding support across the county in relation to need
8. United Way considers the impact of funding shifts from the public sector as well as other nonprofit agencies— to the extent that it affects our ability to accomplish our identified goals – when making our funding decisions
9. United Way funds high-performing agencies. Where there are low-performing or noncompliant agencies, funding will be affected. This can be based on outcome successes, or reporting compliance, material deficiencies or other noncompliance

Additional information for grant applicants:

- *United Way grants are for amounts of \$30,000 or greater. Any exceptions to this guideline will be specified in individual Strategy and Investment Plans.*
- *United Way sets our grantmaking budget each year based on donor contributions. When and if there is a change in the amount of money available to grant from one year to the next (either positive or negative), United Way will not make across the board adjustments in our investments. Instead United Way will make strategic decisions*

## FY17 Strategy and Investment Plan

### Appendix D

#### United Way of King County Glossary of Terms

**Community Impact:** A desired change in community conditions. *Example: reduction in kindergarten readiness disparities between white and African American children*

**Community Indicator:** Something that can be measured to tell us whether a change in community conditions is happening. *Example: the high school graduation rate is an indicator of academic achievement. The number of individual students graduate from high school is an indicator of individual success. The percent of all students in a particular population is a community indicator of academic success. We can demonstrate success in supporting academic achievement by increasing the percent of students in a population that graduate each year.*

**Crosscutting Approaches/Strategies:** Activities we undertake that support multiple goals or integrate work across goal areas.

**Family:** For our Keeping Families Stable strategies, we define family broadly, including all individuals contributing to the household (could be 1 person or 10). For example, a family can be a single individual, two or more unrelated individuals who live together and support each other or a multigenerational household.

**Indicator:** A measurable result of service, usually a change in knowledge, skill, attitude, behavior, or status that demonstrates progress toward an outcome goal. *Example: avoidance of pregnancy before age 18 is the outcome goal, consistent use of contraceptives is an indicator.*

**Influence strategies:** Activities we engage in with the purpose of changing policy and/or practices within other organizations to support our goals. *Example: advocating with the state legislature to implement a kindergarten readiness measurement system.*

**Investment area:** An investment area is a defined set of [investments](#) with a distinct purpose. The term encompasses the way we define our specific goals for the investment, make investments through an application or other procurement process, and measure the extent to which our goals for the investment are met. The term “investment area” replaces the term “outcome” to define a specific grantmaking purpose and associated funding requirements and allocation. *Example: The result “**Individuals/families live in safe home environment**” encompasses several outcomes from the old framework. Each of those former outcomes could be an investment area, but if it helps us meet our investment goals better, we could develop investment areas based on the service type that distributes the funding differently.*

**Investment Strategies:** Resources we invest through grants to other non-profits for services to effect individual or organizational change. *Example: funding to family support centers to pay for parent training classes.*

**Leverage Strategies:** Activities United Way engages in with the purpose of focusing resources of other individuals or organizations to achieve our goals. *Example: developing agreements with*



*King County Housing Authority to devote Section 8 housing vouchers to people experiencing homelessness who are enrolled in service programs we are funding.*

**Measure:** A way of collecting data to determine whether a [result](#) has been achieved or a goal has been met. *For example if the goal is to increase skills, the measure may be the score on a skills test or staff observations recorded in a case file or score sheet.*

**Outcome:** A desired change in knowledge, skill, attitude, behavior, or status. *Example: increased parenting skills, increasing school attendance, becoming employed, achieving a high school diploma, gaining permanent housing.* Outcomes are the result that should be measured in all cases unless the ultimate goal is not a change, but simply delivery of good or services, as in food banks. Sometimes the intended outcome is not feasible to measure. In that case an [indicator](#) of progress toward the outcome should be measured.

**Output:** Goods or services produced by activities. *Example: food bank visits, shelter bed nights.* Outputs are an appropriate result to measure when the ultimate goal of the service or investment is for goods or services to be delivered in a way that cannot be expected to cause any measurable change in knowledge, skill, attitude, behavior, or status. Otherwise an [outcome](#) should be measured.

**Performance measure:** How United Way measures the extent to which a grantee agency performs against a goal. This is generally an [outcome](#) or [output](#) that the agency agrees to produce through a contract for the grant funds we have awarded to them. The performance measures in our contracts are detailed in Attachment B, Scope of Work. *Outcome Example: Students develop/strengthen skills and/or habits that support academic success. Number of participants that will achieve the outcome: 688. Output Example: Number of people that obtained basic food items: 15,000; Number of total outputs: 60,000.*

**Result:** What happens because of our effort or investment – may be [output](#), [outcome](#) or [impact](#).

**Strategy and Investment Plan:** The Strategy and Investment Plan outline the strategy for meeting goals in each of United Way's new goal areas. The purpose of the plans is to provide information needed for approval of [strategies](#) and [investments](#) proposed for the coming fiscal year (July-June). Appendices provide additional details for grantees and other audiences such as funding levels and grant opportunities anticipated.

**Strategy:** Activities United Way engages in that we believe will lead to [community impact](#). *Example: investing in services to help people find jobs, advocating for changes in employment laws or practices to remove barriers to employment, or working with businesses to develop internships or apprenticeship programs might all be different strategies for increasing employment rates among a certain population.*

**Theory of Change:** A statement summarizing the [strategies](#) we use and the belief that they will result in [community impact](#). *Example: When early warning indicators are utilized to target interventions to students, and a coordinated set of interventions are available to students and their families, students will improve attendance, avoid risky behaviors and academic progress will be made.*

# Volunteer and Governance Structure

<div> <div>United Way of King County</div> <div>Board of Directors</div> </div>									
Board Audit Committee	Brand Enhancement Committee	Community Building Committee	Executive Committee	Finance and Administration Committee	Fundraising Cabinet	Governance Committee			
Agency Audit Review Committee	Early Learning Impact Council	Family Stability Impact Council	New Solutions Committee	Out of the Rain Impact Council	Public Policy Committee	Youth Impact Council			