

United Way of the Capital Region

Moving to Collective Impact

- Frequently Asked Questions (FAQ) -

In 2014, United Way of the Capital Region embarked on a new strategic vision to move the needle on critical issues facing our community by addressing the root causes of problems. To make this happen, United Way began transitioning from a traditional funder/allocator model to a collective impact approach to our work in April of 2016. The following FAQ outlines why we are changing.

Q: Why is United Way changing?

A: United Way is changing after research and insight from our community. This includes:

1. 2014 Community Assessment (data, community perceptions and input from community leaders from conversations)

- Need for services continues to increase.
- Majority of data indicators in health, education, income and basic needs showing no improvements.
- Top concerns of community are: access to affordable health care, access to quality education/reading at grade level and availability of family sustaining jobs. These concerns and the data from the assessment drove the direction and efforts of the new collective impact model for United Way.

2. United Way of the Capital Region Relevancy (information below is in campaign year)

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| • 2017 Donors = 15,157 | 2006 Donors = 27,316 |
| • 2018 Allocations = \$3,433,036 | 2007 Allocations = \$4,236,133 |
| • 2018 Designations = \$5,526,569 | 2007 Designations = \$3,201,204 |

3. Environmental Changes

- Public trust declining in institutional organizations.
- Companies moving to “strategic corporate philanthropy” and open non-United Way employee campaigns.
- Large employer workforce declines (restructures, mergers and acquisitions)
- Shrinking middle-class (primary donor is changing).

Q: What is collective impact?

A: Collective impact is an approach to problem-solving that involves the entire community to include businesses, schools, places of worship, government, foundations, nonprofits and individuals committed to shared visions, goals and outcomes.

Q: How have other communities succeeded at collective impact?

A: Successful collective impact initiatives are a result of having the right partners around the table, working together toward agreed upon goals (short, interim and long-term) and continuously communicating and demonstrating results to the community.

Q: What motions did United Way's board approve to help support this transition?

A: On March 23, 2016 United Way of the Capital Region's Board of Directors approved three motions, which will help guide our transition to a collective impact model of work.

Motion #1

To approve the recommended basic needs/safety net programs (from the currently funded basic needs programs) that meet the United Way of the Capital Region Board of Directors approved basic needs services definition.

Motion #2

To approve the recommended allocations transition process of a complete "spend down" of all currently funded programs in the areas of health and education and basic needs programs that did not meet the new basic needs services definition with the following elements:

- a four-year transition period beginning with the 2017 fiscal year and
- funding programs in transitional increments of 75% (2017), 50% (2018), 25% (2019) and 0% (2020) of available allocations dollars using their 2016 allocation (percentage dollar share of the allocation pool) as the baseline for each year.

Motion #3

To approve the development of a new allocation transition funding review process that balances accountability and effectiveness of the programs versus the reduction of allocation funds with one of the following procedures pre-approved:

- continued funding of existing programs unless a program partner identifies their inability to continue to offer its current services. It is then recommended that the parameters set around a specific program be "relaxed" to cover a similar and/or broader area of service through the transition process.

Notes on Motion #3: the new allocations transition funding review process was presented to the Board of Directors at the September 29, 2016 meeting for approval. All funding decisions will continue to be reviewed and approved by the board of directors.

Q: Why is United Way transitioning in this manner?

A: For decades our United Way has been improving the lives of individuals, but it's time for our organization to help make a deeper impact by changing our community. As we make way for our new work, United Way must change its current funding process, as our current allocation process does not adequately support the collective impact approach. We've created a four-year step-down process to provide time for our program partners to adapt to the change in funding.

Q: What is the new “focused” definition of basic needs services?

A: Basic needs services provide critical needs (food, clothing and shelter) in urgent situations. These services will aid the safety and recovery of the affected families and individuals. This definition was approved by United Way’s Board of Directors in January 2016.

Q: Who decided which programs meet the focused basic needs definition?

A: A “Basic Needs Review Task Force” comprised of community leaders was created to help review and make recommendations on which currently funded programs meet the new definition. These recommendations were made to United Way’s Community Impact Committee and ultimately approved by United Way’s Board of Directors.

Q: What are the next steps for these programs?

A: Programs falling into the focused basic needs will be evaluated for effectiveness and coverage area throughout the transition process for continued funding. Over the next several months, United Way will:

- Develop/enhance the program evaluation process for funding.
- Enact the new program evaluation process.
- Provide recommendations for funding/enhanced partnerships and/or changes in partnerships to United Way’s Community Impact Committee, which will make recommendations for funding to United Way’s Board of Directors

All currently funded programs in the areas of education and health and basic needs programs that did not meet the new, “focused” basic needs definition are spent down to \$0 over four years.

Year	Available Dollars %
2016 (base year)	100%
2017	75%
2018	50%
2019	25%
2020	0%

Q: What if program partners can’t continue to sustain their programs or services based on the transitional funding?

A: United Way will continue to fund existing programs unless a program partner identifies their inability to continue to offer its current services. It is then recommended that the parameters set around a specific program be “relaxed” to cover a similar and/or broader area of service through the transition process.

Q: Can donors still designate their contributions?

A: Yes. United Way of the Capital Region will remain a community fundraiser. Designations can be made to any qualified nonprofit organization. We encourage charitable giving in all areas.

Q: Are donors charged a fee for designating their contribution?

A. 98.5 percent of the money we raise and distribute in our Capital Region campaign is directed to local programs and services. United Way is able to do this thanks to a group of corporate contributors, called Cornerstone Partners, who underwrite our already very low administrative and fundraising costs of 14.5 percent. We also receive support from perpetual trusts and investment income to help provide this program.

Q: What are the areas of need United Way and our community will address?

A. Access to health care, workforce development and school readiness. In addition, United Way remains committed to basic needs services to ensure individuals and families access to resources in urgent situations.

Q: How is United Way and our community addressing this new work?

A. From 2015-2016, United Way convened expert community task groups to create solutions and strategies in the areas of health, education and income. These ideas were shared with more than 400 residents during community meetings.

Last fall, United Way and our community partners launched pilot projects in access to health care, school readiness and workforce development. All projects are scalable to serve people in rural, suburban and urban parts of our community.

Q. What does the pilot project in health look like?

A. In November 2017, United Way and our community partners launched **Contact to Care**, a pilot project to help increase access to health care in the City of Harrisburg. The project employs community health workers to help individuals navigate the health care system, overcome barriers to care and connect with a primary medical home. Research shows when individuals use a primary medical home they are healthier and less reliant on emergency rooms for non-urgent issues.

As of June 1, 2018:

- 164 individuals have medical insurance and a primary medical home. Out of those 164 individuals, 160 were assisted in securing medical insurance.
- 538 individuals have been referred to free medical clinics and/or support services like food pantries.

In the coming year, the pilot project will grow to include dental, vision, mental health and substance abuse programs. We hope to expand the project to Perry County by 2020.

Q. What does the pilot project in education look like?

A. In September 2017, United Way and our community partners launched **Ready for School, Ready to Succeed**, a pilot project to prepare children academically and socially for kindergarten. The project employs early education liaisons. Their focus is through the

lens of the school they work with to tailor approaches for school readiness. Research shows high-quality pre-K programs increase a child's chances of succeeding in school.

As of June 1, 2018:

- 436 individuals have participated in 48 workshops at Kindergarten Academy and Newport Elementary School.
- An additional 245 individuals have participated in 25 workshops at Foose Elementary School, which welcomed families throughout Harrisburg.
- 159 students are registered for kindergarten because of this program.

In the 2018-2019 school year, United Way will add more partner schools.

Q. What does the pilot project in income look like?

A. In November 2017, United Way and our community partners launched **Road to Success**, a workforce development pilot project to help the un- and underemployed obtain jobs where they can earn a living wage. Currently, 26 percent of local workers earn poverty-level wages.

What makes this project unique is it's been developed through the lens of the employer and focuses on guiding an individual through the first year of work, as well as advancements in the workplace. The project includes wrap-around services, like transportation and child care, to help individuals stay on track.

Currently, we are improving one-on-one counseling services to help more individuals become and stay employed.

Q. Are there any changes to basic needs programs this year?

A. Our United Way remains committed to ensuring that people have a place to turn to in times of urgent situations like food, clothing and shelter. Throughout 2018, we will establish priorities in these areas to ensure we are meeting the needs of our community.



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