

10-YEAR COMMUNITY IMPACT REPORT



**United Way
of Greater Topeka**

09.30.2021



United Way
of Greater Topeka

FOREWORD

Creating measurable and meaningful impact in the community is at the heart of United Way's work. Our fight for a strong, healthy and equitable community has emerged over decades of investment, advocacy and volunteering. The path toward community change means confronting problems that no single entity or generation can handle alone.

Over the last ten years, we have undertaken an ambitious challenge. Together with donors, community partners, and volunteers we have worked toward community impact in greater Topeka through education, financial stability, health and basic needs. This report tells the story of decade of United Way's work to change our community for the better.

This report includes the history and background of UWGT to provide context for changes that began in 2008 and continue to the present. The results of this collective effort are reflected in the strategies developed by volunteers and performance results of grantmaking. What follows are a series of snapshots, both narrative and quantitative, that tell the story of our transition from a pass-through organization to one focused on measurable and meaningful impact.

We have learned lessons along the way. Included in this report are reflections on ways we missed the mark and made course corrections. Other reflections serve as guideposts for the work that still lies ahead. We share anticipated and unanticipated consequences of the model change.

And, beyond the numbers and the dollars and the lessons learned, it is also important to acknowledge the people who made this work possible. They include board members and staff who wove a vision for a different future for this organization and the people it serves. It includes volunteers who spent countless hours working on both adaptive and technical challenges. Agencies were compelled to change course and think about doing their work differently. Donors were encouraged to imagine a new way of investing and to take the long view of community change. And the lives of individuals served in our community were changed for the better.

Below is a brief timeline of the evolution of United Way of Greater Topeka.

1925: Topeka Council of Social Agencies was formed by representatives from all organizations receiving funds from the Community Chest

1958: The Charity Tax was terminated leading to the formation of the United Fund

1966: On June 8 an F5 tornado struck Topeka and caused over \$200 million in damage (at the time, the highest in American history); this provided a monumental challenge to United Way [which played a key role in helping people piece their lives back together]

1975: United Fund merged with the Community Chest and became United Way of Greater Topeka

1991: Success by 6 began

ca. 1995: Start of program funding

2000: Funding using priority ratings in 4 areas

2001: Measurement of outcomes began

2003: Beginning of Adult Wellness/Access to Service-Gatekeeper Program

2006: Needs Assessment completed; statewide 211 launched; Born Learning began

2007: Needs Assessment-based priority area funding began

2008: Board affirmed new direction

January-June 2009: Transformation process developed

June 2009-December 2010: Comprehensive communications plan developed and implemented

July 2009: Board confirmed new direction and model change

August 2009: First meeting with member agencies

August-December 2009: Transformation stakeholder meetings held to obtain individual's perceptions around a strong, vibrant community and the role United Way plays in achieving that

October-December 2009: 2-year funding plan developed for agencies

December 2009: Funding announced to agencies

March-June 2010: Draft community impact agenda developed

June 2010: Board approved the community impact agenda

July 2010: Second meeting with agencies

July-October 2010: Solutions Councils identified

November 2010-March 2011: Councils developed strategies for select agenda items

April 2011: Board approved strategies

May 2011: Third meeting with agencies

June-September 2011: Key outcomes identified, RFP's developed, and potential partners identified

October 2011: Impact RFP's released

January 2012: First impact grant cycle began

January 2012-December 2014: Impact Councils developed strategic plans and defined goals: Early Education, On-Grade Achievement, Financial Stability, Health, Substance Abuse

December 2014: Substance Abuse Impact Council discontinued work as goal was reached; On-Grade Achievement Impact Council encouraged to adopt prevention of risky behaviors strategy

February 2015: Second impact cycle RFP's released

July 2015: Second impact grant cycle began

July 2016: Eat Move Live contract extended for one year for HEAT UP! Topeka; Eat Move Live investment ended June 30, 2017

July 2018: Third impact grant cycle began

March 2020: COVID-19 Response and Coordination meetings began; UWGT convened cross-sector partners to respond strategically to COVID-19 pandemic

October 2020: Meeting with impact grant partners to gather information for the next grant cycle

November 2020: Community Impact Committee approved a two-year interim grant cycle for current impact partners; partners notified

March 2021: Impact council panels held to determine investment for two-year interim grant cycle

July 2021: Two-year interim impact grants began; two-year basic needs grants began

EXECUTIVE SUMMARY

We haven't really called it that, but what United Way of Greater Topeka has been doing over the past decade is evolving into a new breed of nonprofit leader. A leader that strives to add value to the nonprofit community by facilitating and encouraging collaboration, by sharing resources and capacity, by focusing many partners on problems that would overwhelm any single agency. We have taken on the complex work of measuring impact and then using that information to move the community forward.

Community impact is hard. Collective impact is even harder. When you serve someone a meal or give them a coat, you know right away that your contribution made a difference. But when you send a four-year-old to preschool, it's much harder to know just how that experience will shape that small soul, or all the others around her, next year, in two years, or even a decade later. At United Way we choose strategies and interventions that have proven successful, and we measure our own impact so that we might help the next child or family or neighborhood find a better path. We no longer take it on faith that what we do will work. We have to prove it—to our donors, our partners and our community.

Through partnerships and alliances, we make sure more voices join the discussions about the future of our community. We have the honor and responsibility of helping partners who focus on one service meet donors and partners they might otherwise never find. We bring the power of a global network and the resources of that network to each partner. When we learn, we pass that knowledge to our partners so that together we can fight for the education, financial stability and health of every person in our community.

Now at the end of our first decade of impact work, it's time to look back at the work, review the progress made and recognize the lessons learned. The shift from an allocation model of philanthropy to an impact model was ambitious and necessary to move our community beyond downstream solutions and begin solving problems preventively upstream. This report captures the scope of our work from 2010-2021, outlines the investment and results in all impact areas and reflects on what we learned about our community, our partners, our donors and our organization. This information and analysis will inform the next evolution of UWGT, bringing education, financial stability and basic needs and health together in a model that recognizes the success of one generation is dependent on the support and success of the others.

Until the fight is won, we will be here, creating and cultivating an unbreakable network of support for a strong, healthy and equitable community.

10-YEAR OVERVIEW

In 2008, the UWGT Board of Directors affirmed a new direction for the organization. Over the next few years, communications plans were developed, and community stakeholder meetings were held to obtain individual's perceptions around a strong, vibrant community and the role United Way should play in that. Meetings with agencies were held regularly, and soon a community impact agenda was approved. Solutions councils made up of volunteers and experts set to work on strategies and approaches in preparation for impact grants in the areas of early education, on-grade achievement, financial stability, substance abuse, and health. Once strategies were approved, Requests for Proposal (RFP's) were developed and released to the community. This began our impact work in greater Topeka.

Community impact is hard and collective impact even harder. Impact councils were formed to develop strategic plans to determine which strategies were most effective, which populations should be the focus, and how best to measure real, sustainable change for individuals and families and with in schools, and zip codes. Volunteers and staff spent countless hours hashing out details and seeking out the best interventions and assessments for the immense task of making community impact real.

What follows are the results of a decade-long project for United Way of Greater Topeka. Many staff, volunteers, and community partners contributed to these results. Each impact area (early education, on-grade achievement, financial stability, substance abuse, and health) includes the following organized by grant partner:

- Grant investment
- Program outputs (numbers of individuals served)
- Population demographics (for all but substance abuse and health)

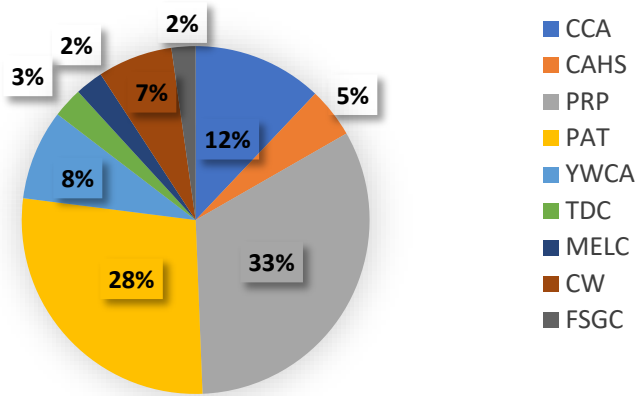
For each impact area, performance outcomes for each strategy are also given. They include:

- Numbers served (partner specific and aggregate)
- Numbers achieved (partner specific and aggregate)
- Outcome (percent of students/clients who achieved each outcome)

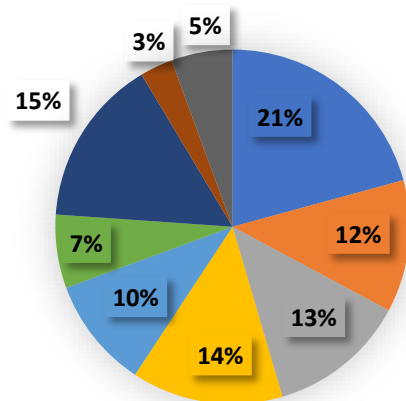
Early Education

Agency	Total Students	Total Years Invested	Total Investments
Child Care Aware of Eastern Kansas (CCA)	954	10	\$539,904
Community Action Head Start (CAHS)	554	4	\$208,000
Pine Ridge Prep, USD 501 (PRP)	580	10	\$1,461,217
Parents as Teachers, USD 501 (PAT)	635	9	\$1,236,697
YWCA Northeast Kansas (KAPP)	465	5	\$375,434
TDC Learning Centers (TDC)	308	9	\$125,420
Mathes Early Learning Center USD 345 (MELC)	704	3	\$116,326
A Child's World (CW)	137	5	\$311,720
Family Service & Guidance Center (FSGC)	257	2	\$100,000
TOTAL:	4594		\$4,474,718

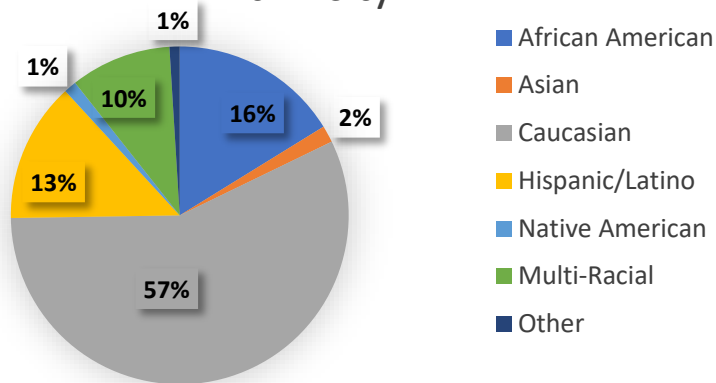
Investments

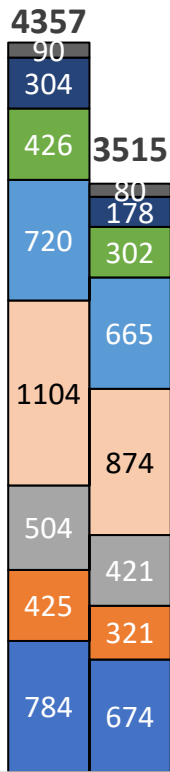


Students



Ethnicity



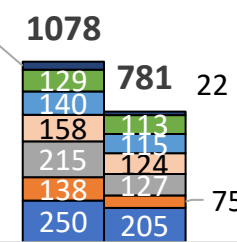
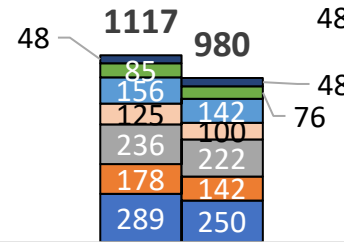
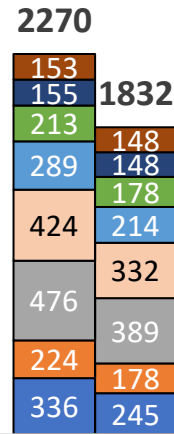
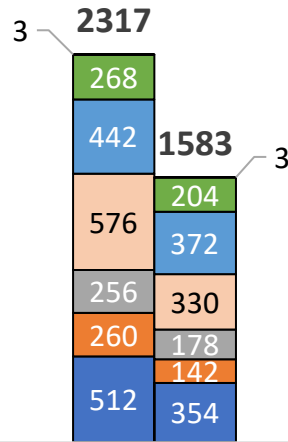
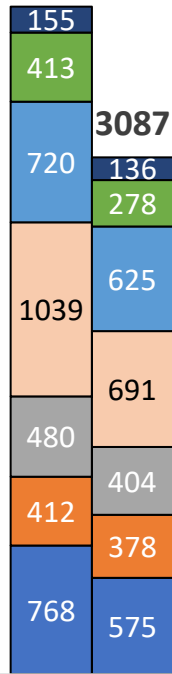


10 YEAR EARLY EDUCATION STRATEGY PERFORMANCE

*Percent achieved shown in red

S=Served
A=Achieved

- PRP
- PAT
- MELC
- CAHS
- CW
- TDC
- CCA
- KAPP
- FSGC



ON TARGET WITH PRE-LITERACY MILESTONES BASED ON AGE.
81%

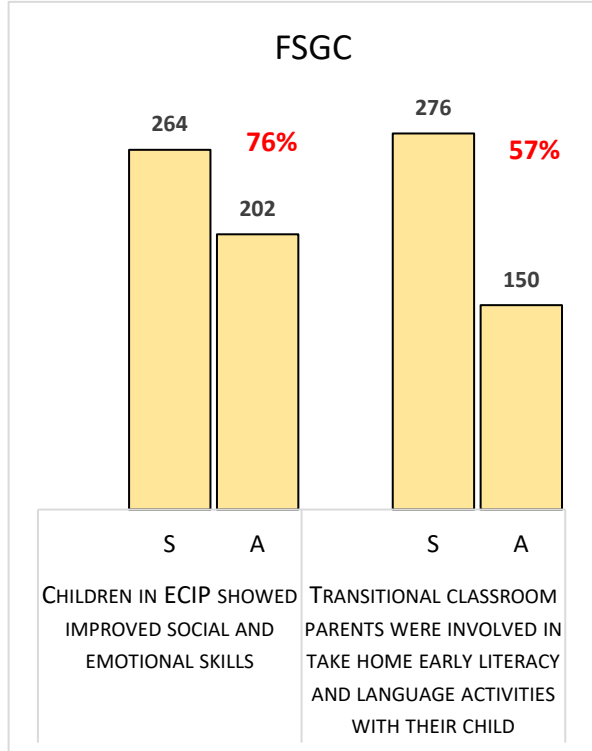
SHOWING IMPROVEMENT IN THE DEVELOPMENT OF PRE-LITERACY SKILLS
77%

ENTER KINDERGARTEN ON TARGET.
68%

DEVELOPMENTAL SCREEN WITHIN 45 DAYS OF ENROLLMENT
81%

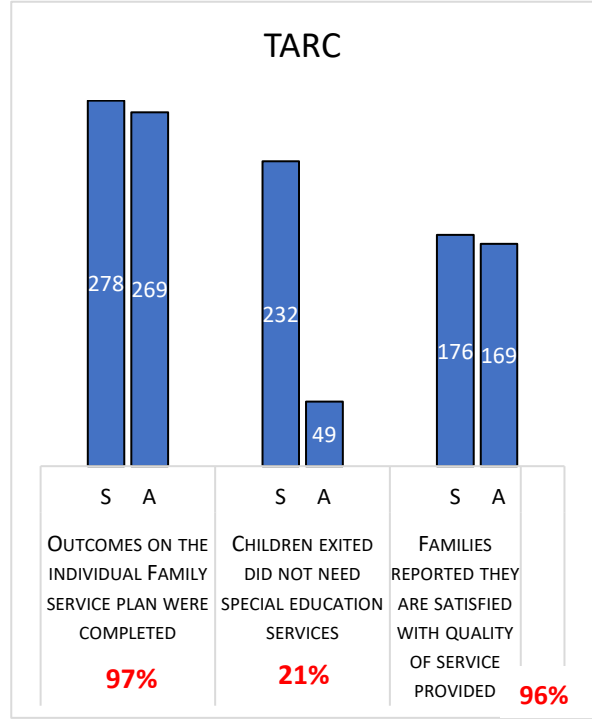
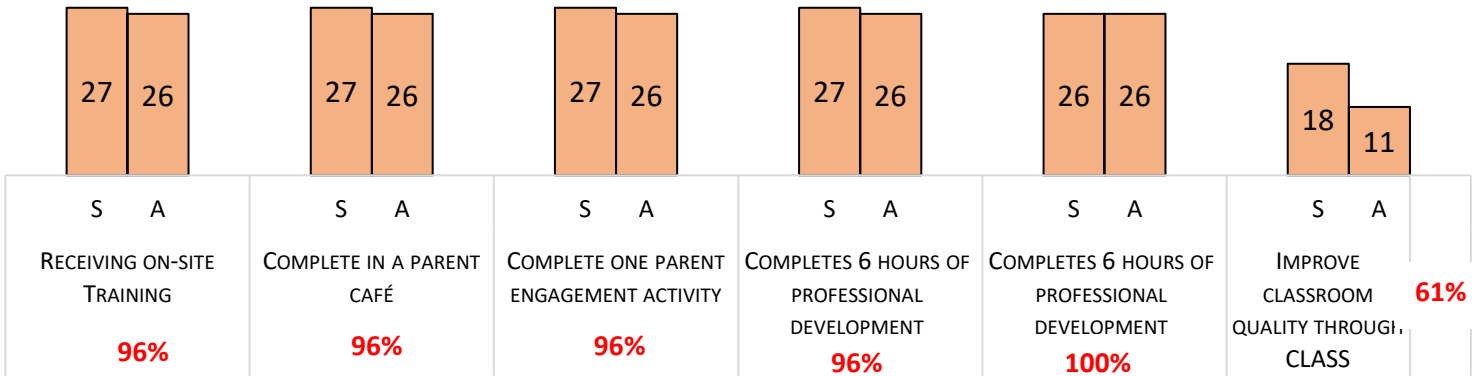
SUSPECTED DELAYS WHO ARE GIVEN REFERRALS TO APPROPRIATE SERVICES
88%

PARENTS FOLLOW THROUGH ON REFERRALS WHEN THEIR CHILD
72%



THIS DATA FOR FAMILY SERVICE AND GUIDANCE CENTER AND TARC ONLY REFLECTS THE 2012-2014 YEARS OF UNITED WAY INVESTMENT.
CHILD CARE AWARE OF NORTHEAST KANSAS RECEIVED INVESTMENTS FOR THE TOTAL 10 YEARS; HOWEVER, THIS DATA SHOWS THE PROGRESS OF THE PROVIDERS/TEACHERS DURING THE WHOLE 10 YEAR CYCLE.

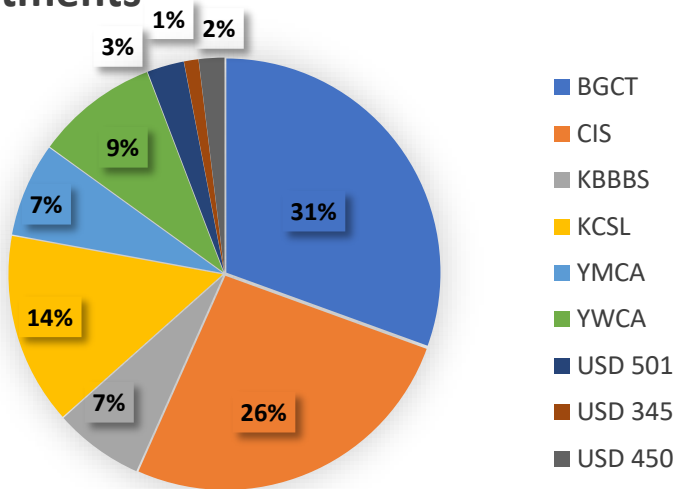
CHILD CARE AWARE PROVIDER/TEACHER STRATEGIES



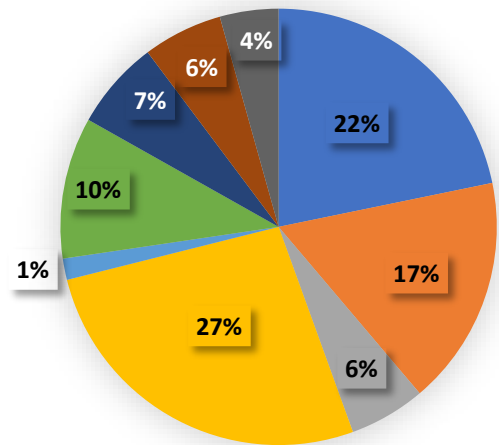
On Grade Achievement

Agency	Total Students	Total Years Invested	Total Investments
Boys & Girls Clubs of Topeka (BGCT)	897	6	\$1,047,021
Communities in Schools of Mid-America, Inc. (CIS)	702	9	\$895,189
Kansas Big Brothers Big Sisters serving Shawnee County (KBBBS)	233	3	\$231,580
Kansas Children's Service League (KCSL)	1097	6	\$495,900
YMCA of Topeka (YMCA)	65	3	\$242,500
YWCA Northeast Kansas (YWCA)	432	10	\$316,571
Topeka Public Schools (USD 501)	272	3	\$95,593
Seaman School District (USD 345)	243	3	\$37,440
Shawnee Heights School District (USD 450)	179	3	\$66,050
Total	4120		\$3,427,844

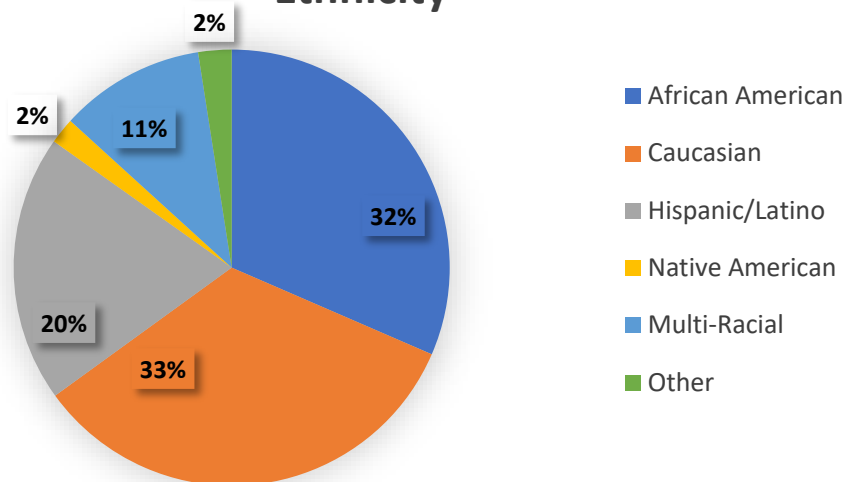
Investments



Students



Ethnicity

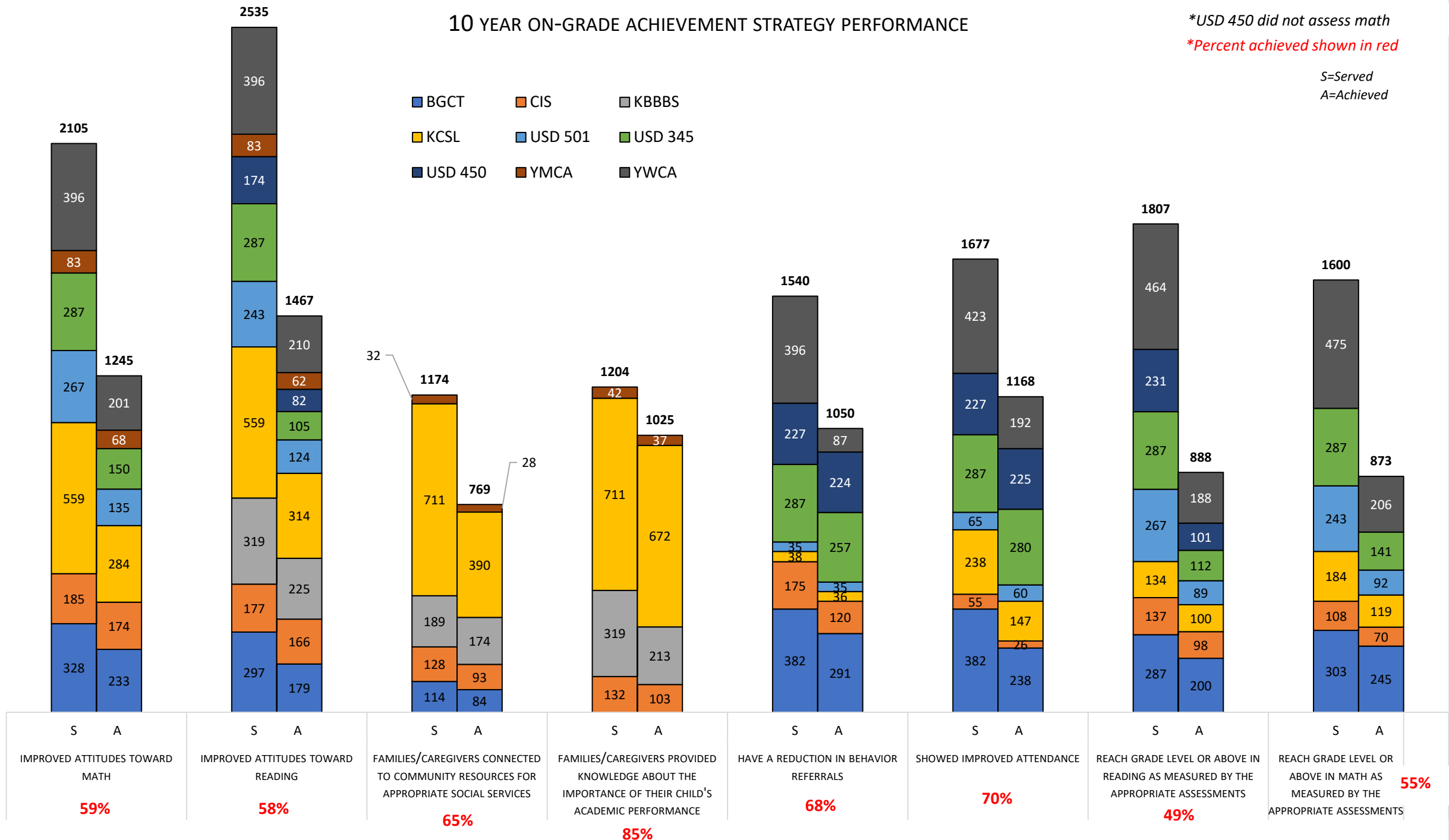


10 YEAR ON-GRADE ACHIEVEMENT STRATEGY PERFORMANCE

*USD 450 did not assess math
 *Percent achieved shown in red

S=Served
 A=Achieved

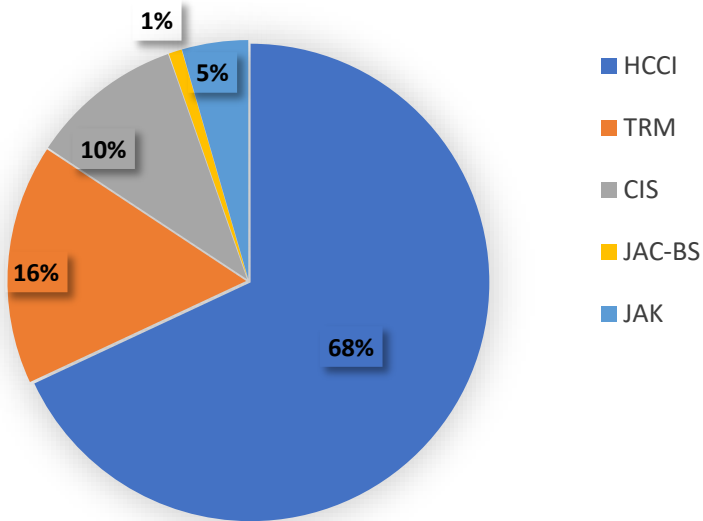
- BGCT
- CIS
- KBBBS
- KCSL
- USD 501
- USD 345
- USD 450
- YMCA
- YWCA



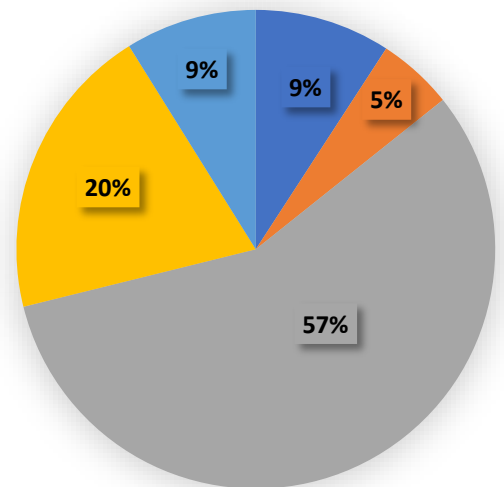
Financial Stability

Agency	Total Served	Total Years Invested	Total Investments
Housing and Credit Counseling, Inc. (HCCI)	646	10	\$916,716
Topeka Rescue Mission (TRM)	360	6	\$219,000
Communities in Schools (CIS)	4005	6	\$139,198
Jayhawk Area Council-Boy Scouts (JAC-BS)	1408	3	\$12,000
Junior Achievement of Kansas (JAK)	625	3	\$60,350
Total	7044		\$1,347,264

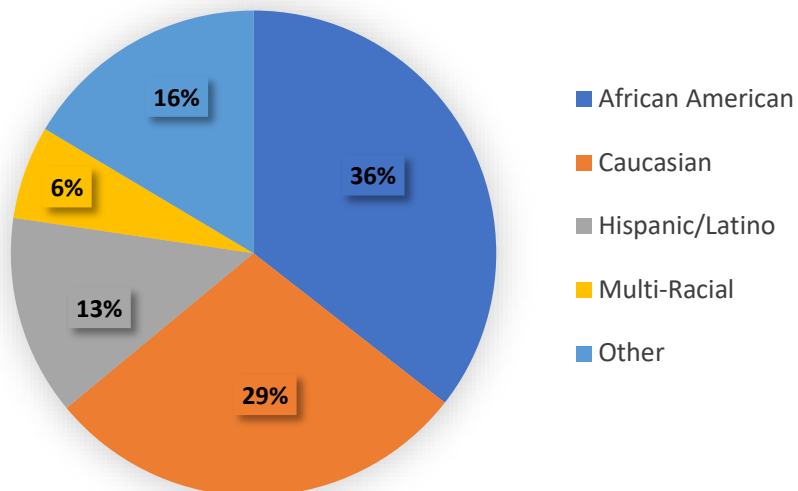
Investments

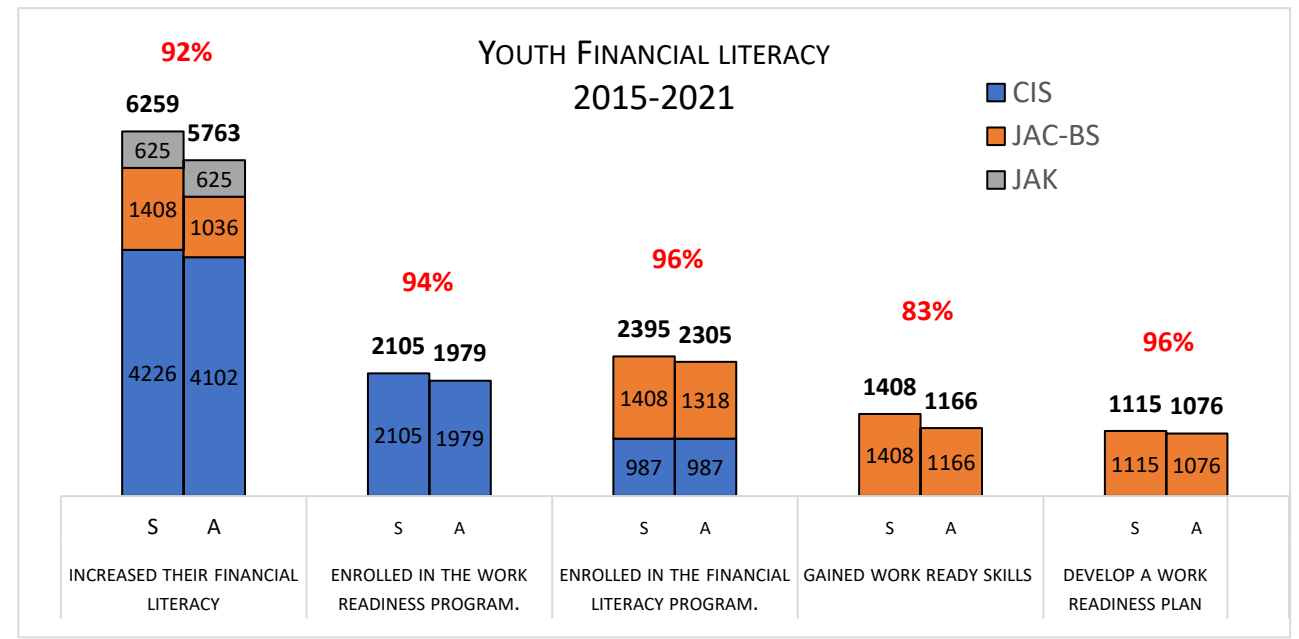
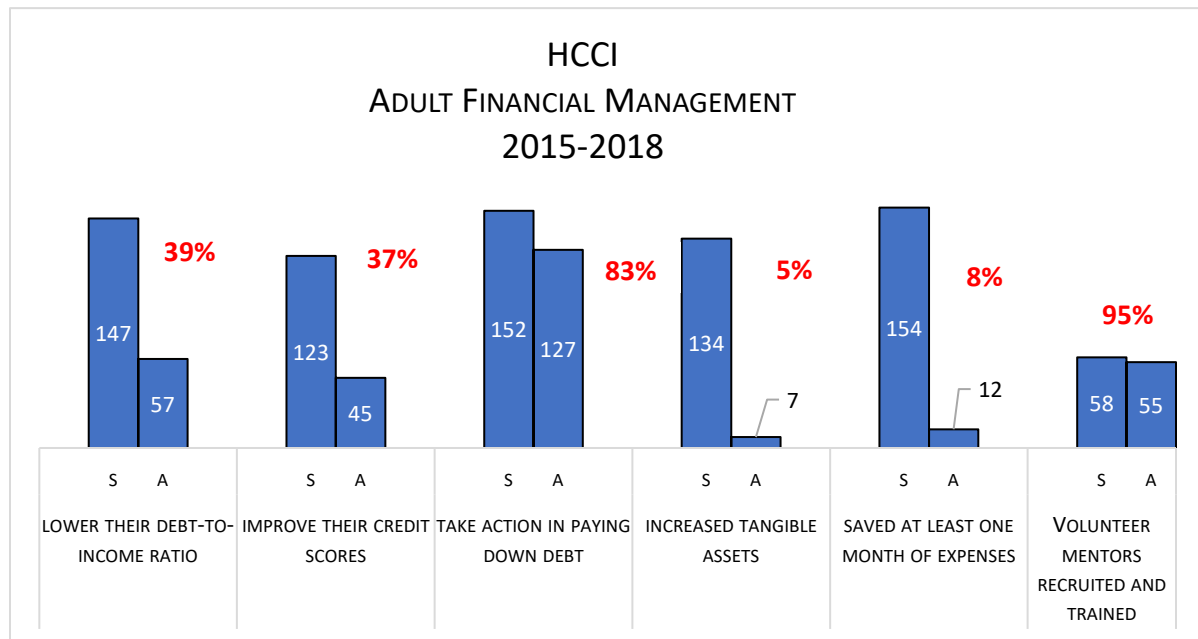
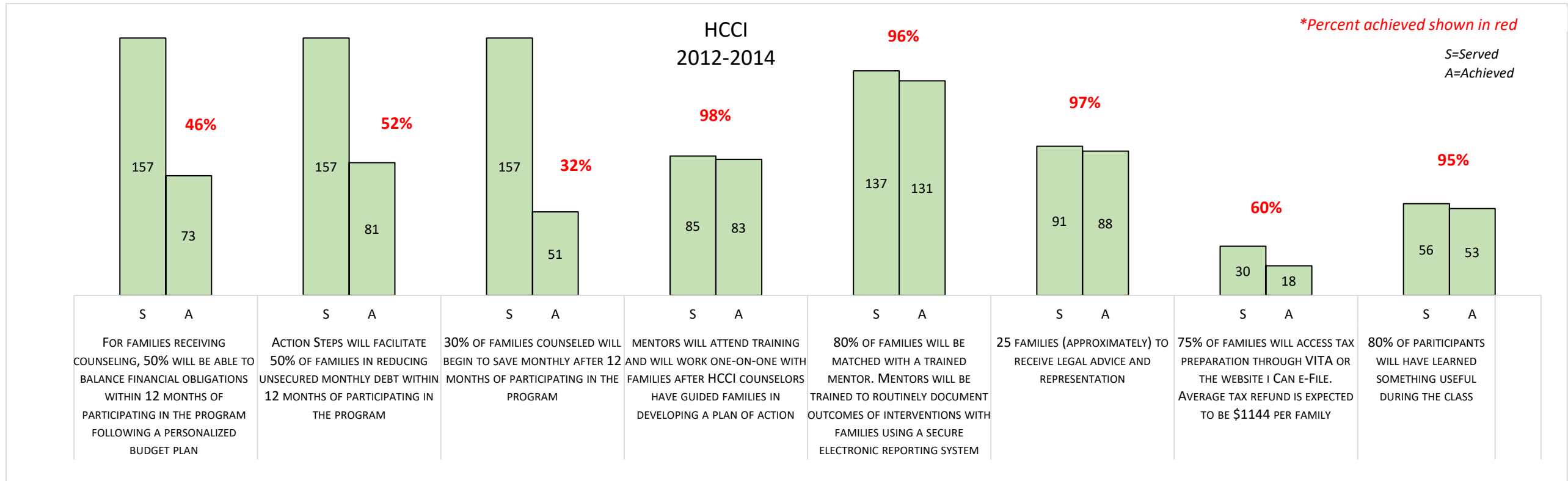


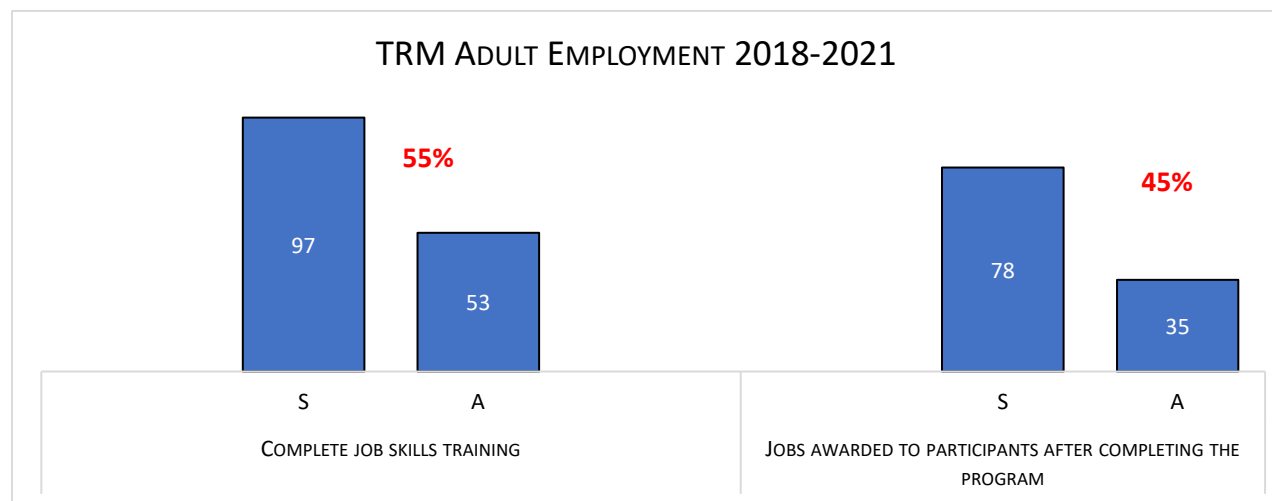
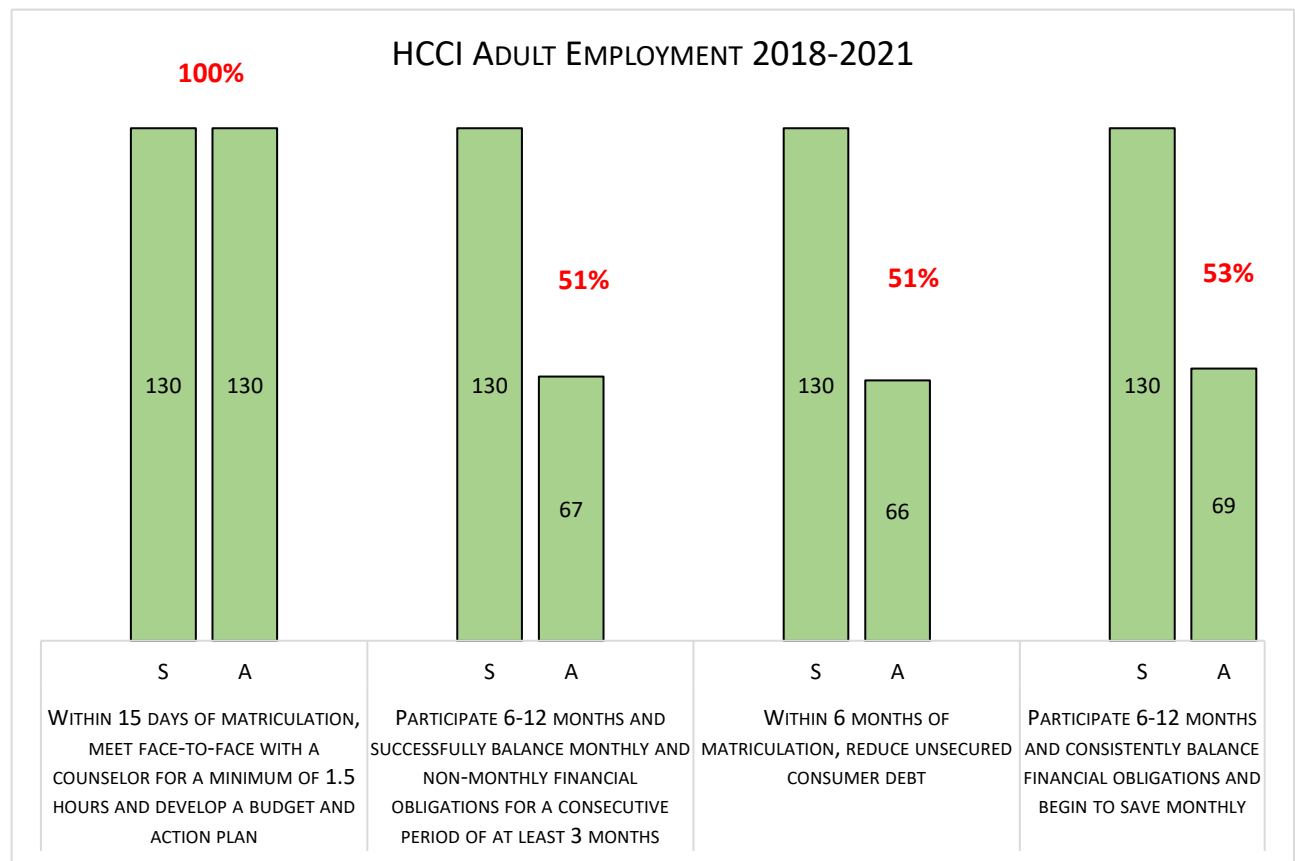
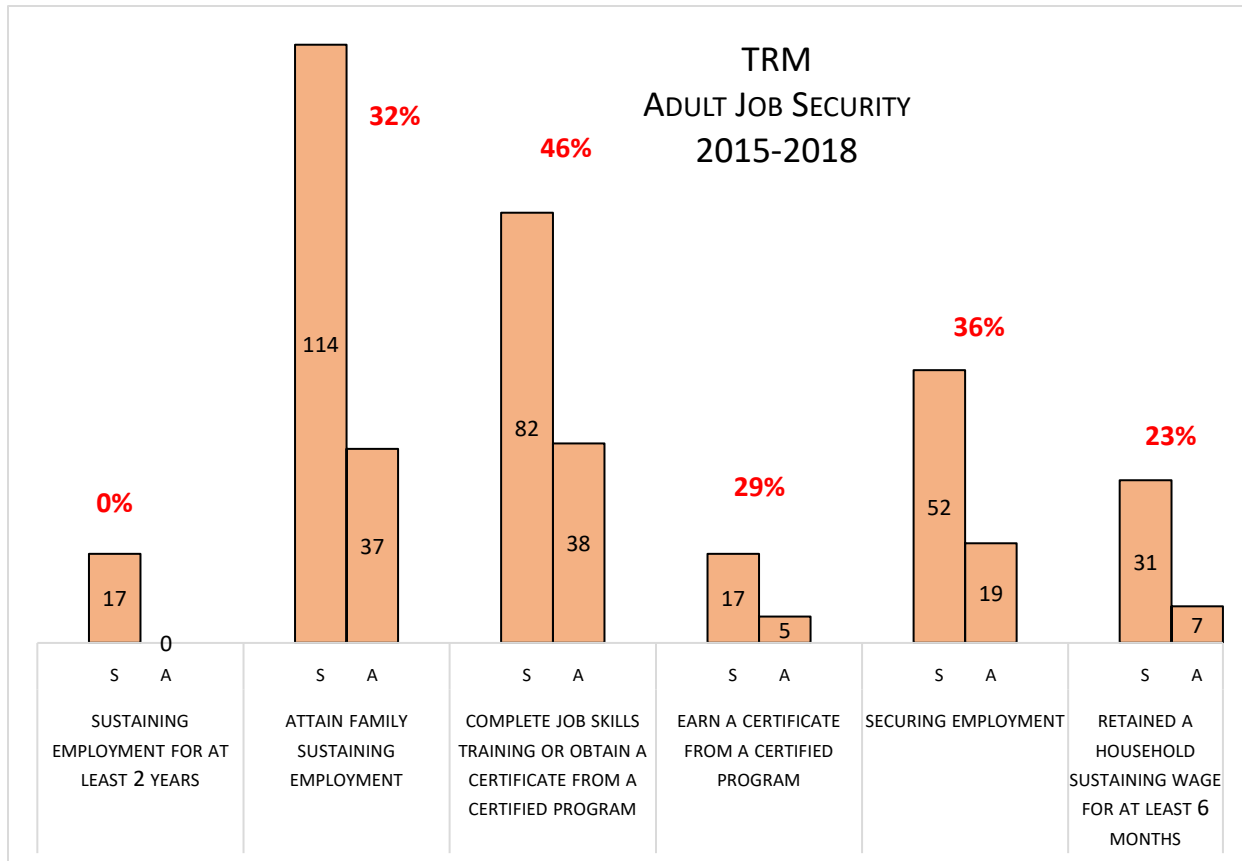
Participants



Ethnicity





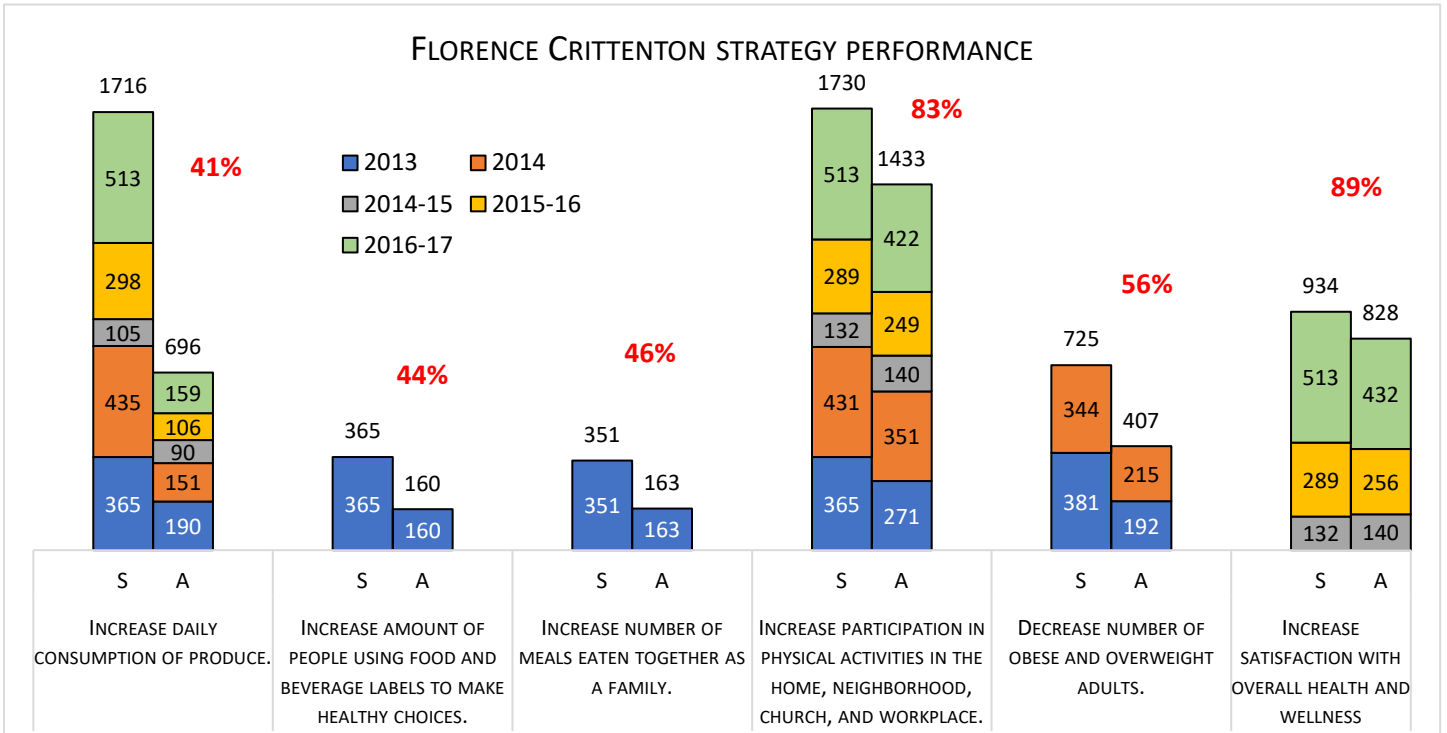


S=Served
A=Achieved

**Percent achieved shown in red*

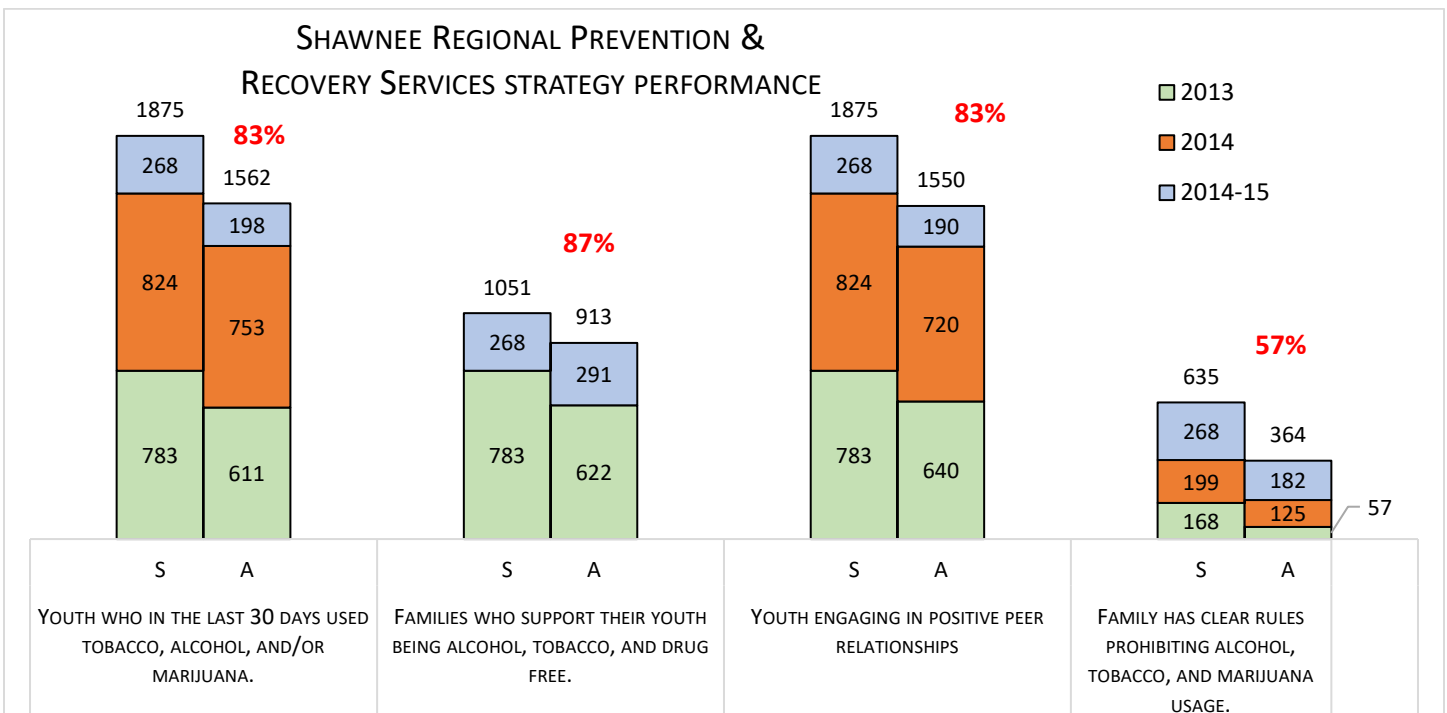
Health
Eat, Move, Live (EML)

Agency	Total Served	Total Years Invested	Total Investments
Florence Crittenton	1730	6	\$176,400



Substance Abuse

Agency	Total Served	Total Years Invested	Total Investments
Shawnee Regional Prevention & Recovery Services		3	\$225,000



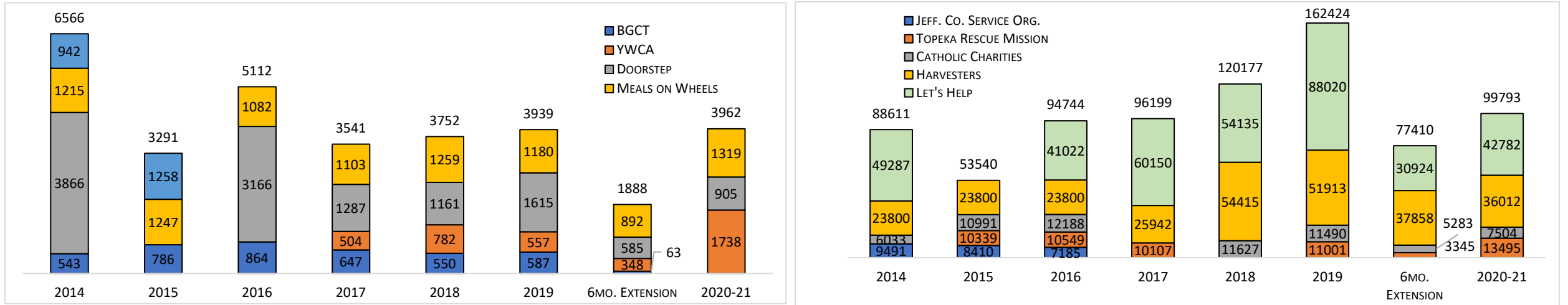
10-YEAR BASIC NEEDS OVERVIEW

Next, the results of basic needs investment (2014-2021) are presented in the areas of food assistance, rent & utilities assistance, healthcare & prescription assistance, safety from domestic violence, and shelter. These results include:

- Grant investment
- Program outputs (number of individuals served by program)
- Total numbers served within the area

BASIC NEEDS

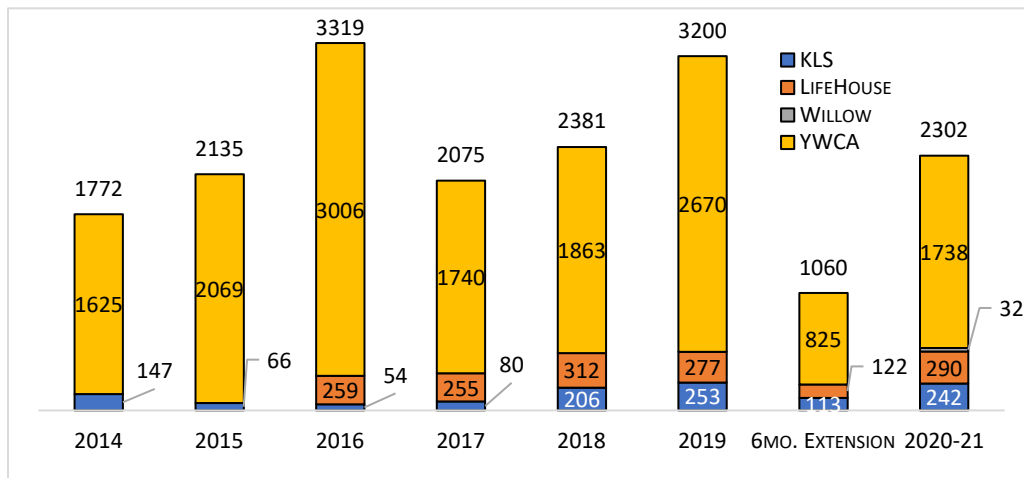
Food Assistance Client Totals and Investments



Agency	2014	2015	2016	2017	2018	2019	6 Mo. Ex.	2020-21
Boy & Girls Club of Topeka	\$16,000	\$16,500	\$17,000	\$15,000	\$11,439	\$7,500	\$3,750	\$0
Catholic Charities	\$7,000	\$5,000	\$3,000	\$0	\$3,500	\$3,500	\$1,750	\$3,500
Doorstep	\$5,500	\$0	\$3,000	\$5,000	\$5,000	\$3,300	\$1,650	\$5,000
Harvesters	\$50,000	\$50,370	\$35,000	\$25,000	\$35,000	\$25,000	\$12,500	\$32,500
Jefferson Co. Service Org	\$6,000	\$5,000	\$3,600	\$0	\$0	\$0	\$0	\$0
Let's Help	\$40,000	\$15,000	\$25,000	\$15,000	\$25,000	\$25,000	\$12,500	\$17,300
Meals on Wheels	\$50,000	\$45,000	\$35,000	\$15,000	\$20,000	\$12,500	\$6,250	\$12,500
Salvation Army	\$29,562	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0
Topeka Rescue Mission	\$0	\$30,000	\$35,000	\$25,310	\$0	\$20,000	\$10,000	\$20,000
YWCA	\$0	\$0	\$0	\$10,000	\$7,500	\$5,000	\$2,500	\$11,000
Total	\$204,062	\$191,870	\$156,600	\$110,310	\$107,439	\$101,800	\$50,900	\$101,800

Total Food Assistance Clients:
824,949

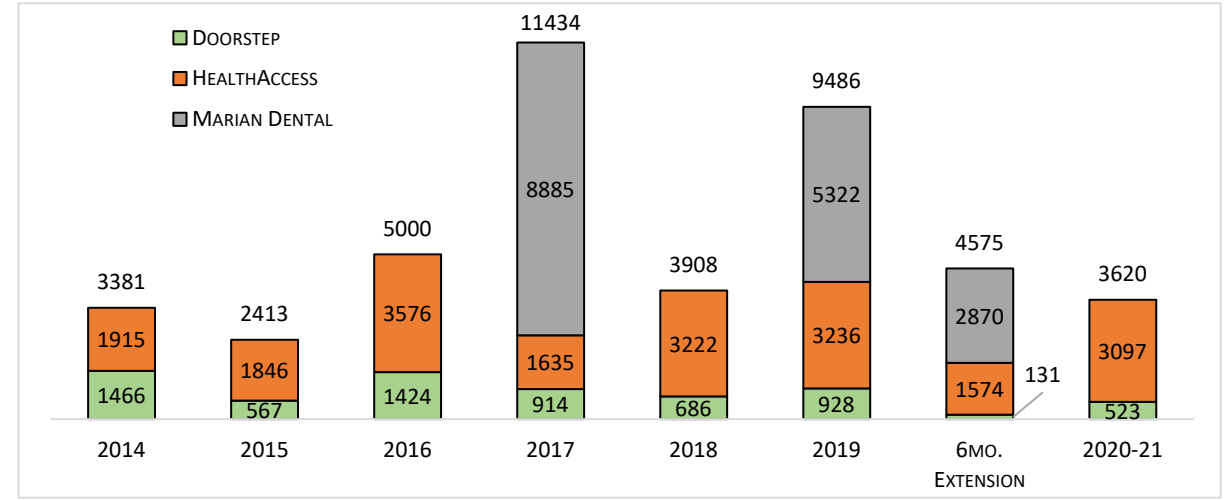
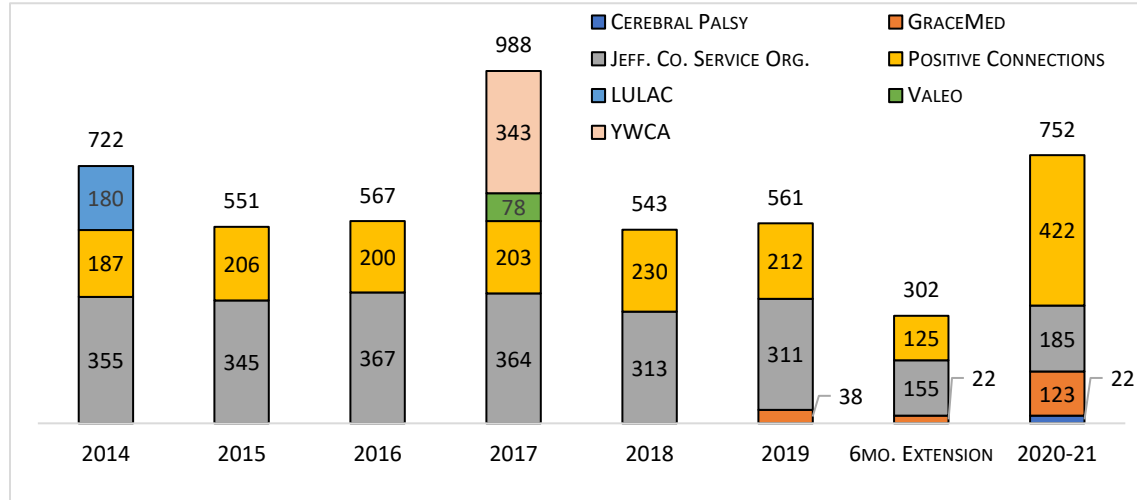
Safety from Domestic Violence Client Totals and Investments



Agency	2014	2015	2016	2017	2018	2019	6 Mo. Ex.	2020-21
KLS	\$20,000	\$17,230	\$15,160	\$14,112	\$8,650	\$7,050	\$3,525	\$10,000
LifeHouse	\$0	\$0	\$9,150	\$9,979	\$8,865	\$8,690	\$4,345	\$7,572
Willow	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,000
YWCA	\$96,564	\$65,000	\$32,240	\$34,741	\$40,000	\$38,560	\$19,280	\$33,728
Total	\$116,564	\$82,230	\$56,550	\$58,832	\$57,301	\$54,300	\$27,150	\$54,300

Total Safety from Domestic Violence Clients: 18,244

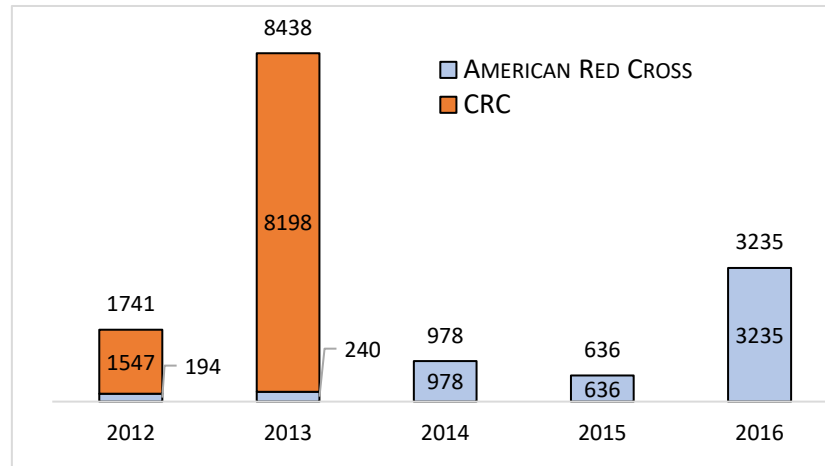
Health Care & Prescription Assistance Client Totals and Investments



Agency	2014	2015	2016	2017	2018	2019	6 Mo. Ex.	2020-21
Cerebral Palsy	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,000
Community Action	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Doorstep	\$10,500	\$8,000	\$8,000	\$10,000	\$11,500	\$10,000	\$5,000	\$10,500
GraceMed	\$0	\$0	\$0	\$0	\$0	\$7,500	\$3,750	\$7,500
Jefferson Co. Service Org	\$12,000	\$8,000	\$6,000	\$6,000	\$9,100	\$7,500	\$3,750	\$7,590
Marian Dental Clinic	\$0	\$0	\$0	\$25,000	\$0	\$30,000	\$15,000	\$22,500
Positive Connections	\$33,062	\$17,500	\$11,950	\$11,000	\$11,000	\$13,590	\$6,795	\$17,500
HealthAccess	\$70,000	\$48,730	\$48,000	\$10,000	\$47,189	\$40,000	\$20,000	\$40,000
LULAC	\$6,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Valeo	\$0	\$0	\$0	\$10,894	\$0	\$0	\$0	\$0
YWCA	\$0	\$0	\$0	\$8,000	\$0	\$0	\$0	\$0
Total	\$131,562	\$82,230	\$73,950	\$80,894	\$78,789	\$108,590	\$54,295	\$108,590

Total Health Care & Prescription Assistance Clients: 48,803

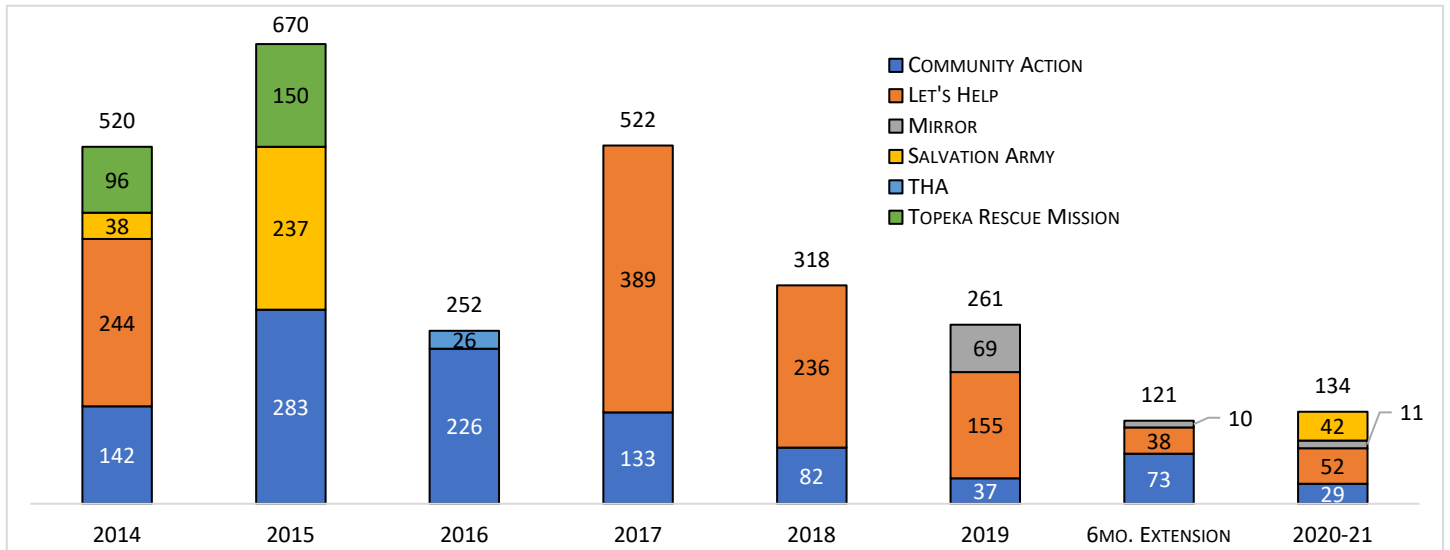
Shelter Assistance Client Totals and Investments



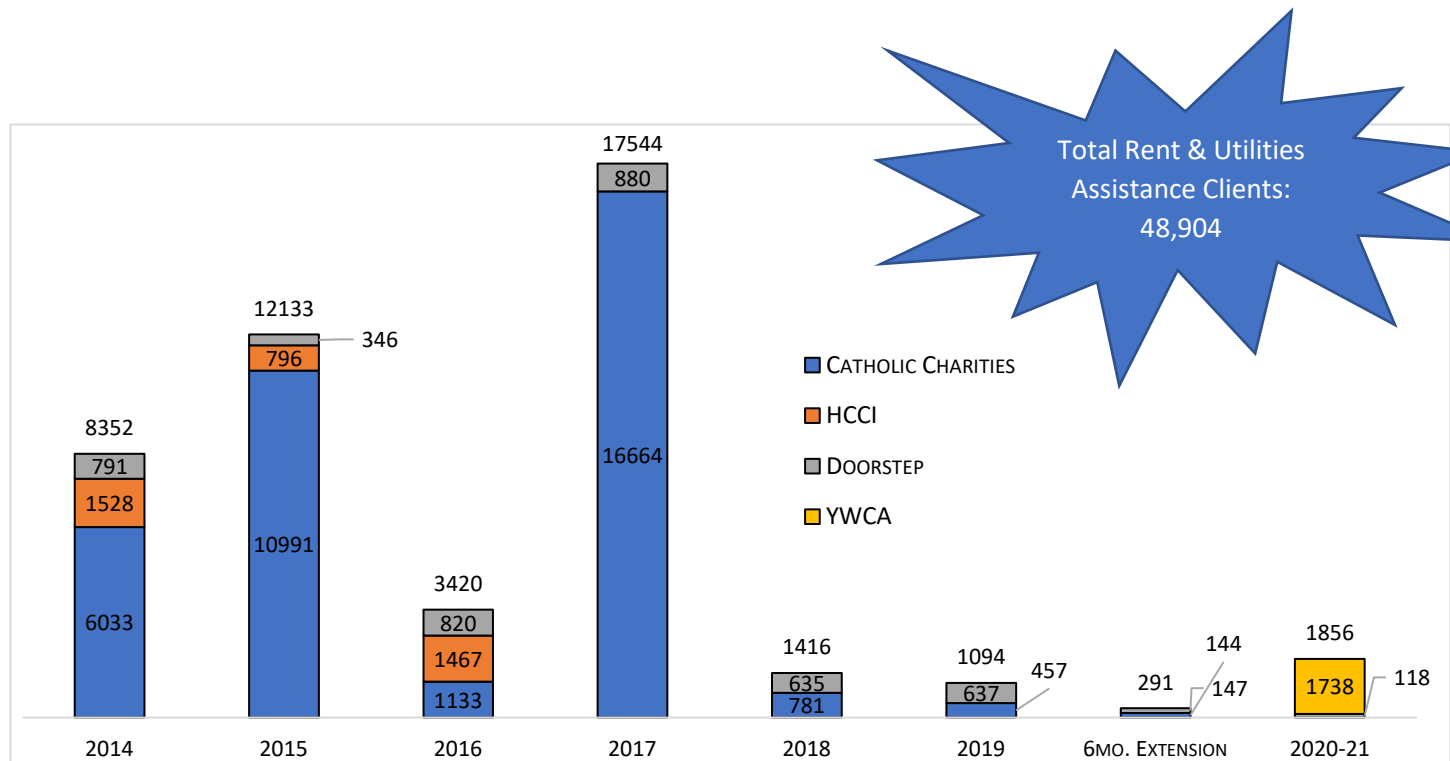
Total Shelter Assistance Clients: 15,028

Agency	2012	2013	2014	2015	2016
American Red Cross	\$70,000	\$119,450	\$75,000	\$46,820	\$24,800
CRC	\$21,120	\$21,800	\$0	\$0	\$0
Total	\$91,120	\$141,250	\$75,000	\$46,820	\$24,800

Rent & Utilities Assistance Client Totals and Investments



Agency	2014	2015	2016	2017	2018	2019	6 Mo. Ex.	2020/2021
Catholic Charities	\$25,000	\$15,050	\$25,000	\$15,164	\$10,000	\$6,810	\$3,405	\$0
Community Action	\$50,000	\$20,000	\$37,110	\$30,000	\$40,000	\$21,000	\$10,500	\$21,000
Doorstep	\$42,500	\$35,000	\$35,000	\$42,500	\$35,000	\$21,000	\$10,500	\$18,300
HCCI	\$15,000	\$8,000	\$10,000	\$0	\$0	\$0	\$0	\$0
Let's Help	\$15,000	\$25,000	\$0	\$30,000	\$29,602	\$21,000	\$10,500	\$13,500
Mirror	\$0	\$0	\$0	\$0	\$0	\$4,790	\$2,395	\$9,000
Salvation Army	\$5,000	\$20,000	\$0	\$0	\$0	\$0	\$0	\$7,600
THA, Inc.	\$0	\$0	\$15,990	\$0	\$0	\$0	\$0	\$0
Topeka Rescue Mission	\$30,312	\$22,000	\$0	\$0	\$0	\$0	\$0	\$0
YWCA	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,200
Total	\$182,812	\$145,050	\$123,100	\$117,664	\$114,602	\$74,600	\$37,300	\$74,600



10-YEAR VOLUNTEER ENGAGEMENT IMPACT

Finally, results of volunteer impact are given. These aggregated numbers are presented within the areas of basic needs, impact areas, and 10-year totals. Included are:

- Volunteer opportunities (indirect volunteer opportunities provided by grant partners for UWGT supported programs)
- Volunteer hours
- Economic impact (according to the value of volunteer hours calculated annually)

For investment panels, program reviews and program reviewers for each grant cycle (all impact areas and basic needs) are also included.

Volunteer Engagement

Basic Needs Volunteers *2019-2021

- 175,192 Volunteer Opportunities
- 465,574 Volunteer Hours
- \$12,025,776.40 Economic Impact

Community Impact Partners Volunteers *2013-2021

- 5,585 Volunteer Opportunities
- 32,342 Volunteer Hours
- \$835,393.86 Economic Impact

Investment Panel Volunteers *2012-2021

- 3718 Program Reviews (One Volunteer Per Review, with duplicate volunteers)
- 1264 Unique Panel Reviewers within each panel cycle
- 2788.5 Volunteer Hours
- \$72,026.96 Economic Impact

10 Year Totals



** (Based on the average independent sector value of \$25.83 per hour)*

AGENCY PROGRAM INVESTMENT OVERVIEW

Over the last ten years, we have invested donor dollars in the areas of early education, on-grade achievement, substance abuse, financial stability, health, and basic needs through competitive grants. Beyond this investment, donors have also chosen to designate their gifts to certain agencies.

Below is a chart that indicates the **total grant investment** (*that is, the total amount awarded to programs) and **total designations pledged to the agencies**. (**note that programs may have chosen not to spend all the impact grant awards as they are only reimbursed for work completed). Additionally, the amount pledged to agencies is not necessarily the amount received by agencies. A small administrative fee comes to United Way of Greater Topeka.

Agency Name	Grant Investment	Designations	Total Investment
Topeka Public Schools-USD 501	\$1,515,775.60	\$60,502.32	\$1,576,277.92
Parents as Teachers at USD 501	\$1,171,762.00	**	\$1,171,762.00
Boys & Girls Clubs of Topeka	\$1,134,210.00	\$347,937.77	\$1,482,147.77
YWCA Northeast Kansas	\$1,127,622.80	\$80,355.85	\$1,207,978.65
Housing and Credit Counseling	\$1,061,038.00	\$41,966.22	\$1,103,004.22
Communities in Schools of Mid-America, Inc.	\$901,907.00	\$22,507.22	\$924,414.22
ERC Resource & Referral, Inc., dba Child Care Aware of Eastern Kansas	\$511,599.00	\$89,180.65	\$600,779.65
Community Action, Inc.	\$499,610.00	\$16,087.19	\$515,697.19
Kansas Children's Service League	\$495,900.00	\$158,695.87	\$654,595.87
Doorstep, Inc.	\$455,123.00	\$129,030.72	\$584,153.72
Shawnee County Medical Society Foundation HealthAccess	\$443,919.00	\$62,534.43	\$506,453.43
Let's Help, Inc.	\$397,902.00	\$199,476.96	\$597,378.96
Topeka Rescue Mission, Inc.	\$386,622.00	\$278,682.56	\$665,304.56
Harvesters - The Community Food Network	\$367,670.00	\$188,842.63	\$556,512.63
American Red Cross - Kansas Capital Area Chapter	\$336,070.00	\$139,750.45	\$475,820.45
Meals on Wheels of Eastern Kansas, Inc.	\$323,737.00	\$540,847.25	\$864,584.25
A Child's World Day Care Center, Inc.	\$311,720.00	\$21,185.92	\$332,905.92
YMCA of Topeka	\$242,500.00	\$40,595.16	\$283,095.16
Kansas Big Brothers Big Sisters serving Shawnee County	\$231,580.00	\$160,362.87	\$391,942.87
Shawnee Regional Prevention and Recovery Services	\$225,000.00	\$25,686.90	\$250,686.90
TARC, Inc.	\$210,000.00	\$215,274.35	\$425,274.35
TDC Learning Centers, Inc.	\$181,720.00	\$47,901.99	\$229,621.99
Florence Crittenton Services of Topeka, Inc.	\$176,400.00	\$46,806.02	\$223,206.02
Catholic Charities of Northeast Kansas	\$167,479.00	\$473,818.67	\$641,297.67
Positive Connections	\$161,147.00	\$64,388.55	\$225,535.55
USD 345	\$127,916.40	\$20,906.42	\$148,822.82
Kansas Legal Services Inc	\$120,067.50	\$27,407.18	\$147,474.68
Jefferson County Service Org	\$104,540.00	\$140,769.17	\$245,309.17
Family Service & Guidance Center	\$100,000.00	\$81,557.78	\$181,557.78
MARIAN CLINIC, INC., dba. MARIAN DENTAL CLINIC - SCL HEALTH	\$92,500.00	\$7,458.80	\$99,958.80
Salvation Army	\$87,162.00	\$89,297.89	\$176,459.89
Community Resources Council, Inc (CRC)	\$79,720.00	\$8,103.82	\$87,823.82
THA, Inc.	\$65,990.00	\$4,913.48	\$70,903.48
Junior Achievement of Kansas	\$50,350.00	\$5,717.23	\$56,067.23
USD 450	\$49,050.00	\$10,666.57	\$59,716.57
LifeHouse Child Advocacy Center	\$48,386.50	\$31,197.98	\$79,584.48
Cerebral Palsy Research Foundation of Kansas, Inc.	\$24,000.00	\$27,420.38	\$51,420.38
NEK-CAP, Inc.	\$20,069.00	\$3,234.85	\$23,303.85
GraceMed Health Clinic	\$18,750.00	\$2,441.27	\$21,191.27
Mirror, Inc.	\$16,185.00	\$0.00	\$16,185.00
Topeka LULAC Multipurpose Senior Center, Inc.	\$16,000.00	\$54,358.92	\$70,358.92
Jayhawk Area Council - Boy Scouts of America	\$12,000.00	\$300,647.21	\$312,647.21
Valeo Behavioral Health Care, Inc.	\$10,894.00	\$18,243.39	\$29,137.39
THE WILLOW DOMESTIC VIOLENCE CENTER INC	\$3,000.00	\$2,752.20	\$5,752.20
Total	\$14,084,593.80	\$4,289,513.06	\$18,374,106.86
<i>**Note that Parents as Teachers designations are included with Topeka Public Schools</i>			

THE MODEL CHANGE

The change from a pass-through to an impact model United Way brought about both positive and negative effects. **Some of those were anticipated by board and staff leadership; others were beyond the scope of anyone's imagination.** Many of these are outlined and reflected on below.

Unanticipated Positive Effects of the Model Change

When partners are aligned and focused on transformational change in just one small category, an entire neighborhood can benefit from the resulting synergy. In Pine Ridge, the story went from a Parents as Teachers program in the former community center to one preschool classroom to several classrooms in multiple buildings. From the conversations and relationships surrounding Pine Ridge Prep Preschool, the resulting partnerships included a wellness center-turned acute care clinic, business incubator, a resident council and a vibrant community gathering place hosting events like National Night Out, Trick-or-Treat on the Trail and summer camps. Partnerships blossomed with Baker University nursing students, Washburn University leadership students and nursing students as well as with local businesses. Now the community is seeing a similar effort by SENT in the Hi-Crest neighborhood, which has now added preschool to a community resource center and other neighborhood initiatives like a neighborhood market, vaccine clinics and home rehabilitation and new home construction.

Unanticipated Negative Effects of the Model Change

United Way's strategic choice to focus on education, financial stability and health meant that not every nonprofit fit this new investment paradigm. Many traditional "member agencies" were naturally disappointed at the loss of a major funding source. It is likely that donors who were staunch supporters of those agencies chose to end their relationship with United Way. **This donor loss, coupled with the departure of several large area businesses (including Hallmark, Payless and Aviva) and the change to federated campaigns by others (most notably Westar/Evergy) saw the annual campaign drop from \$6 million to \$2 million over a decade.** Lower donation levels mean fewer dollars invested in impact work, and we are still trying to "right-size" the work to match the donation levels and avoid drawing down reserve funds.

Lack of direct communication with donors as to the nature of and need for the model change allowed misinformation and negativity to impact our image with the community and created distrust that has taken years to overcome. Staff and volunteers felt they had adequately messaged the change with the community and UWGT partners, but it appears that the communication was mostly outbound and that we did not adequately listen to, reflect back and address the concerns of partners and donors.

In addition to directly investing in impact work, UWGT provides ongoing value to the nonprofit community by:

- Helping raise dollars via designated donations for nonprofits that are aligned with UWGT impact work and have been vetted at some point in the past 12 years as a grant partner. **We re-expanded the designation list in 2018 to include any past or present impact partner, since 2012, that was willing to maintain their qualifications.** Designated dollars have no restrictions and can be used by the agency as it sees fit. There is no direct cost to the agencies for this service, and dollars are disbursed as pledges are fulfilled. Partner agencies also have the opportunity to speak about their programs in front of workplace campaign audiences on occasion. In the past decade, UWGT has passed along more than \$4 million in designated donations to 44 community partners.

- **Providing a centralized and virtual volunteer management system (TopekaVolunteers.org)** at no cost to agencies or volunteers. UWGT also provides system training that helps agencies build opportunities, manage volunteers and report hours and economic impact.
- **Connecting employers to large, impact-aligned volunteer opportunities for their staff.** These opportunities may be public (Nancy Perry Day of Caring and Topeka Volunteers: The Event) or built specifically for the employer (Born Learning Trail build, Adopt a School).
- Providing board leadership training to increase the pool of skilled volunteers to serve on local nonprofit boards.

Lessons Learned

In addition to both intended and unintended effects of the model change, there are a number of lessons learned. Many of these have been used internally to improve processes over the last ten years. Others serve as guideposts of other community-based organizations as they make similar transitions.

- **Choose measurements cautiously.** Consider the following questions:
 - Will the assessment tools stay in place through the life of your goals?" For example, we have no control over changing state assessments or kindergarten readiness measures. Accurate data reporting is difficult, if not impossible, when measurement tools change.
 - Are they really measuring what you intend to measure? (Validity)
 - Can the scope of your work move the needle on the portion of the community you have chosen and in the time frame you are able to affect? (County-wide numbers aren't going to change easily.)
 - Are there privacy issues (especially with health or student data) that make progress difficult to measure on an individual basis?
- **Definitions are key.** What is kindergarten readiness? What does success in elementary reading and middle math look like? What is financial stability? What makes for a healthy community?
- **Don't confuse outbound communication with comprehension or acceptance outside the organization.** This is key – we held meetings with partners after the board approved each step of the transition. We presented the steps to them along the way. However, we never asked them what they heard us say.
- Many **donors were not prepared** and as a result were upset over the model change.
- Negative messaging from partners who were no longer grantees led to negative images of UWGT in the media and the broader community. **In subsequent conversations, they explained that when they were cut out of the new process, we lost some of our biggest cheerleaders.** Some chose negative messaging over no messaging.
- Partners were not fully or clearly communicating UWGT expectations and rationale to their own boards.

- Make sure all impact areas have parallel objectives and language and understand how their objectives complement each other. **Avoid internal silos.**
- Resource Development and Communications need to understand the work to best communicate it to donors. Regular meetings are crucial to all teams understanding how the work impacts the community and how communicating that impact drives fundraising.
- **Keep investments in line with actual receipts from campaign to limit overspending and the need to reduce partner budgets due to lack of dollars.**
- Don't force partners to collect data that won't be used in a concrete way.
- **Help partners tell stories** about their impact your partnership.
- Partner staffing and leadership is often in flux. Robust reporting systems and support are necessary to ensure that data gets into the system in a way that allows us to analyze trends and outcomes no matter who is entering it.
- Roadblocks to success exist in our local, state, and federal systems.
- **Not all partners are at the same place on the impact journey.** Some will continue to focus only on immediate assistance.
- It is nearly impossible to isolate the effect of our interventions and exclude the effect of other factors. **Causality will be difficult to prove.**
- We have at least begun to change the culture of our community **in working upstream in addition to midstream and downstream.**
- Volunteer input is crucial but seems to work best when staff use their direct experience and knowledge of partners and programs to **propose informed options for volunteer feedback** rather than asking volunteers to create the solutions as a group.
- **Be flexible and responsive to changes in the community.**

Opportunities for Growth

The COVID-19 bridge funding allowed UWGT time to think and plan strategically about the next evolution of impact work. This pause also provided the perfect time to **pivot to a whole family approach**, folding previous impact work into a multigenerational approach and bringing basic needs under the financial stability umbrella. A move to a whole family model should make our work more holistic, flexible and responsive to rapidly changing community needs as well as easier to explain to donors.

Realigning our impact work also provides an opportunity to **improve our grant application process** to better match the timing of fundraising, to reduce burden on grantees, and to reduce burden on staff and investment panel volunteers.

We can continue to **streamline and strengthen our reporting process** to reduce burden on grantees and staff while obtaining relevant data points and success stories.

COVID has shown us that we need to **find ways to be more nimble and responsive** to community needs

outside the standard grant cycle. There are opportunities to institute social innovation grants and to pursue more equitable grantmaking.

As part of our journey toward Service Enterprise certification through the Points of Light Foundation, we will **optimize our strategic use of internal volunteers** to reduce staff time spent on tasks that don't require their expertise and time to complete. We also will help partners maximize volunteer contributions to their organization with the goal of reducing overall operating costs while increasing effectiveness.

Since March 2020 we have convened weekly video calls **with partners and funders**, first in emergency response mode and later to continue sharing information and aligning resources. Participants have **consistently asked UWGT to continue facilitating this community dialogue**.

Expand reach and functionality of TopekaVolunteers.org to better connect the community to impact-related opportunities and have more robust data on volunteering in the community and its economic impact

Improve UWGT and community understanding of diversity, equity, inclusion and justice considerations and interventions and help lead the community conversation and serve as an example of progress.

Appendix: Global Results Framework

Developed over several years and released in 2017, the Global Results Framework (GRF) is intended to position United Way as the number one global philanthropic partner of choice. To realize this vision, and to remain relevant, United Way Worldwide worked together with partners within the network to effectively measure and consistently communicate our shared value.

As our investors and partners are increasingly global and delivering value for them requires our network to be able to demonstrate how we are working to solve problems and improve conditions in the geographies they most care about. This requires reporting not only on the progress in individual communities but also specific corporate and partner footprints that span states, countries, and regions of the world.

The GRF was developed for this purpose. The framework includes a core set of indicators developed to measure and proactively convey United Way's aggregate impact across communities and partners as part of Bold Play 1, to demonstrate our value proposition.

The GRF helps the UWW Network:

- Simplify and align results – use key data points to show meaningful progress on shared impact goals
- Convey scale – share results across markets (e.g., globally, regionally, specific corporate footprints)
- Create a compelling narrative – for companies, individual donors, and partners about our work within and across markets
- Demonstrate return on share investment – convey how donor investments are helping us to achieve change in communities

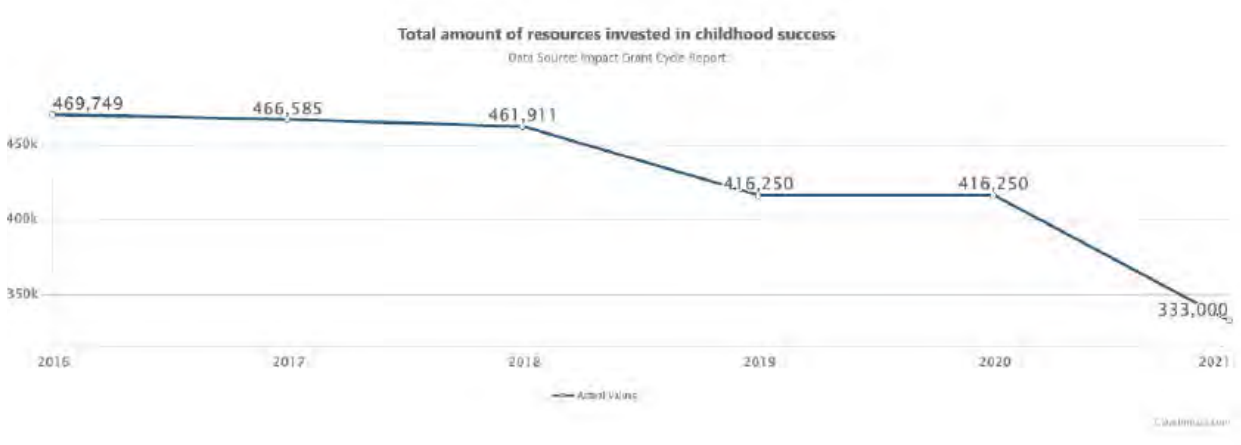
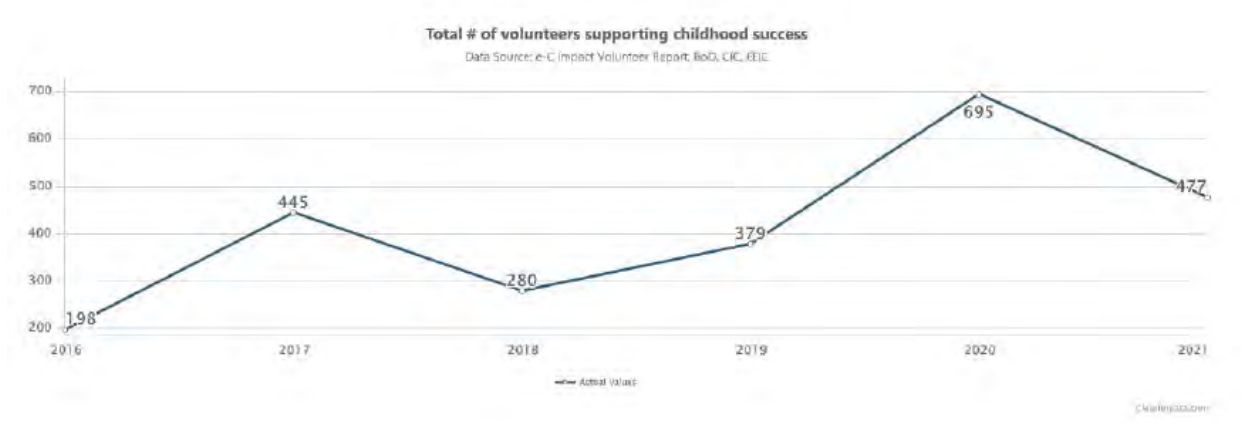
The Global Impact Agenda includes the following areas of impact:

- Childhood Success – children enter school ready and are successful in primary school
- Youth Success – youth gain the knowledge, skills, and credentials to obtain family-sustaining employment
- Economic Mobility – individuals/families improve their socio-economic status
- Access to Health – individuals/families have access to healthcare and improve their health

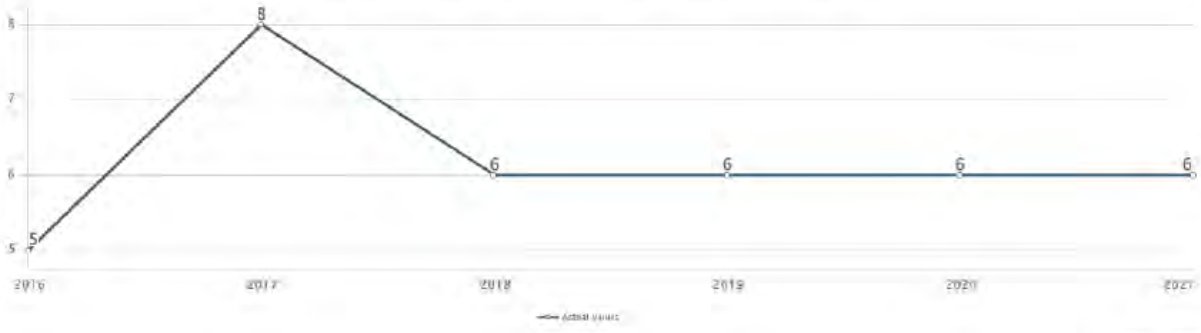
When we began our work in impact in 2008-2009, the United Way network did not have these categories. We organized our work in the areas of Early Education (similar to the GRF Childhood Success), On-Grade Achievement (similar to Youth Success), Financial Stability (similar to Economic Mobility), and Access to Health (similar to Eat, Move, Live and our Healthcare/Prescription Assistance in Basic Needs). As a result, some of indicators align with the GRF indicators while others do not. Where there is alignment, we have entered data, beginning in 2016.

In this section, you will find data trends on 34 indicators related to Childhood Success (11 indicators), Youth Success (7 indicators), Economic Mobility (12 indicators), and Access to Health (4 indicators). You will notice the upward trajectory of many indicators while others show a sharp decline in 2020 and 2021. These declines are related, in large part, to the COVID-19 pandemic.

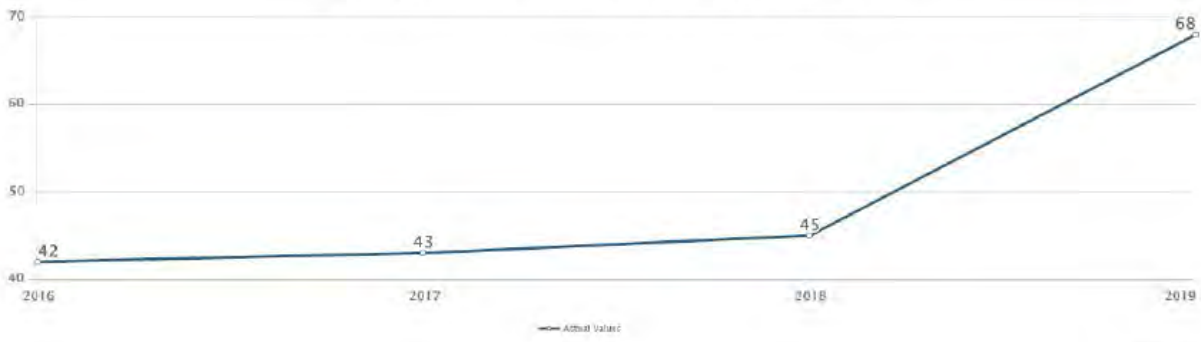
Childhood Success:



of community partners organized, led and/or managed by United Way to promote childhood success

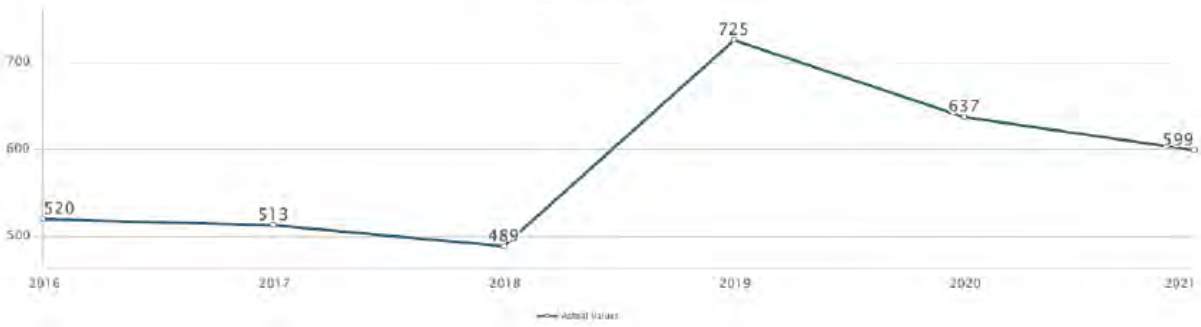


of early childhood staff trained to provide quality programs, services

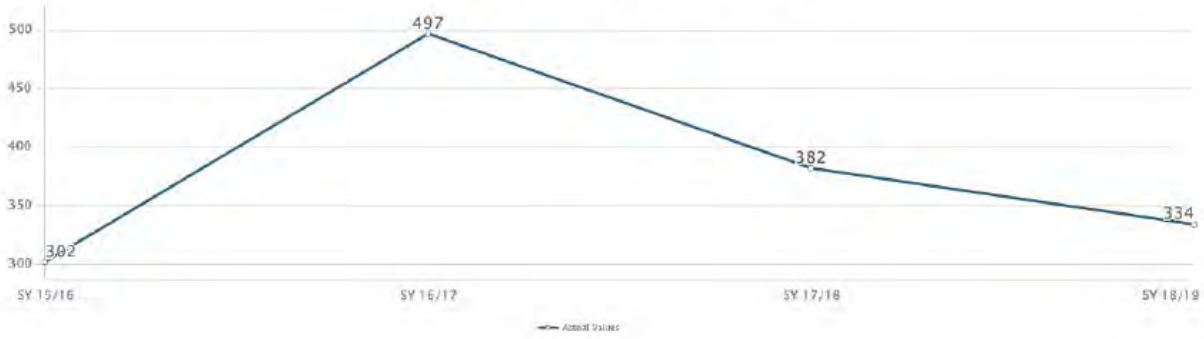


of children (0-5) enrolled in high-quality early childhood programs supported by United Way

Data Source: e-impact



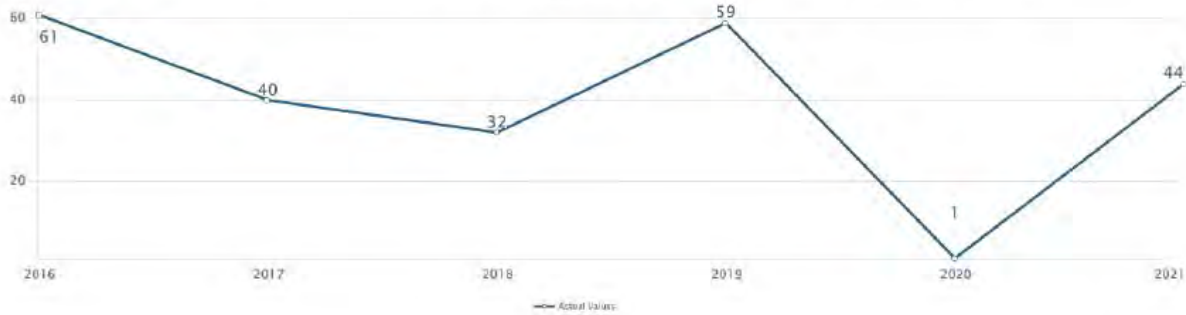
of children served receiving literacy supports in K-3



CSDE/OP&S.com

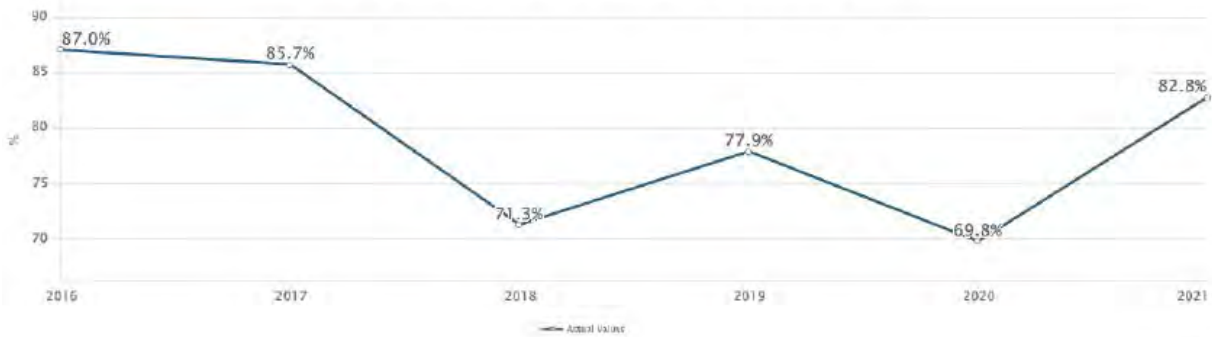
of families, caregivers served that are provided with information, resources, tools, trainings, and/or teaching skills

Data Source: E6Y PAT and CCA



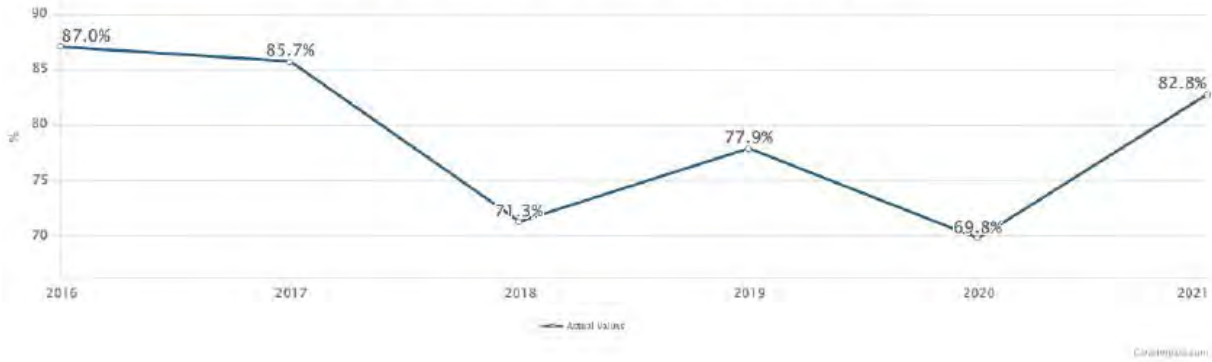
CSDE/OP&S.com

% of children (0-5) served who achieve developmental milestones

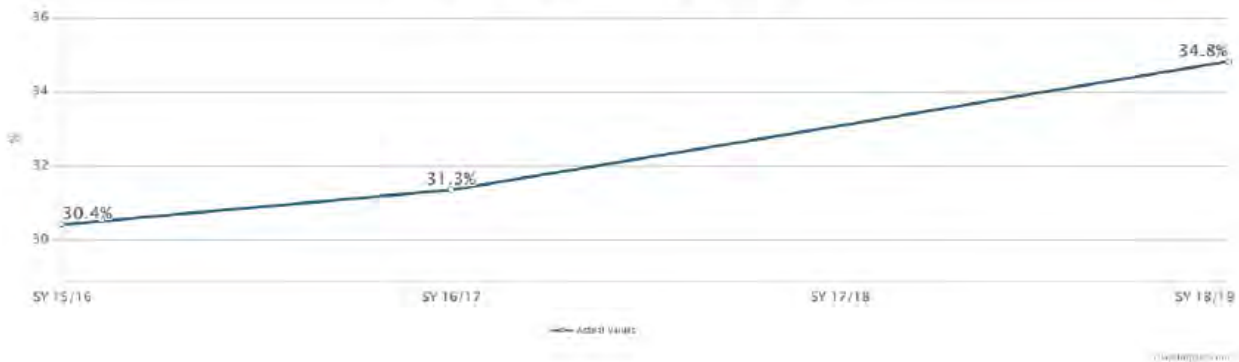


CSDE/OP&S.com

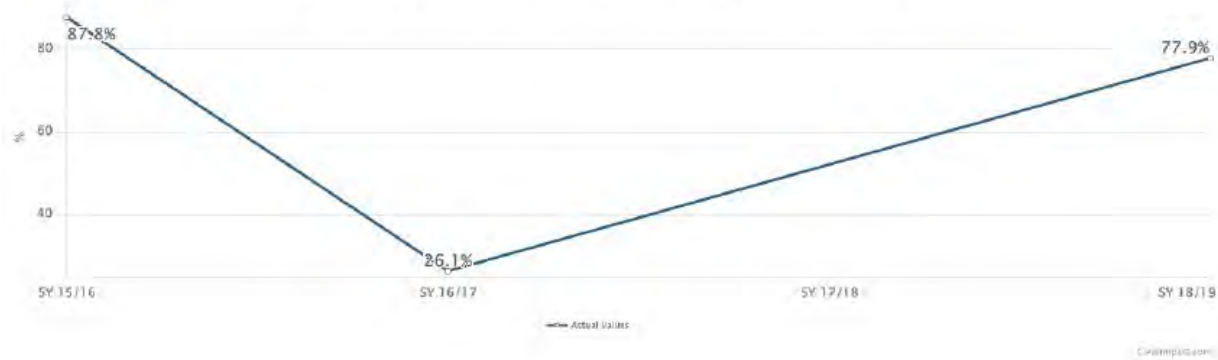
% of children (0-5) served who achieve developmental milestones



% of children (k-3) served reading at grade level



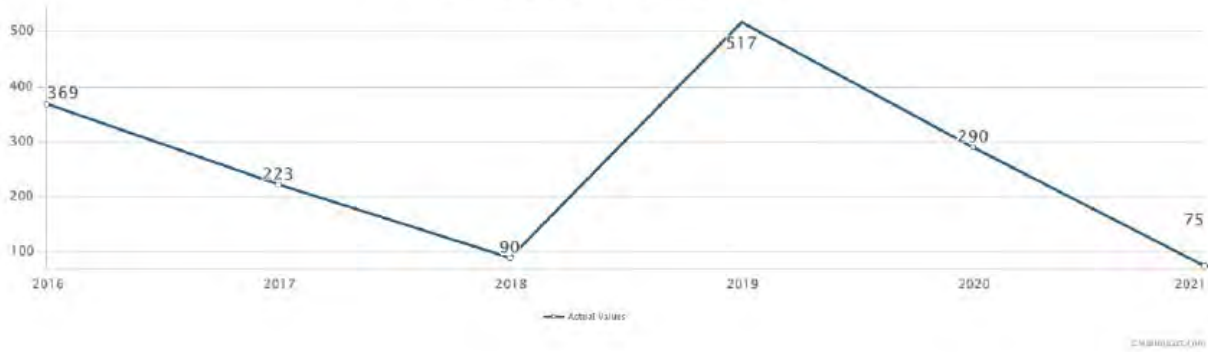
% of children (K-3) served who maintain satisfactory or improve school attendance



Youth Success:

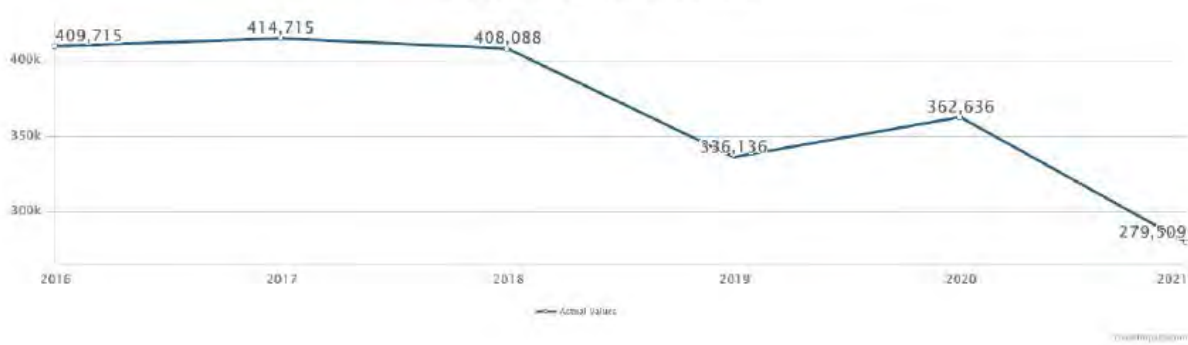
Total # of volunteers supporting youth success

Data Source: EoY 2019 Reports (Both CIS-FS & OGA Partners)



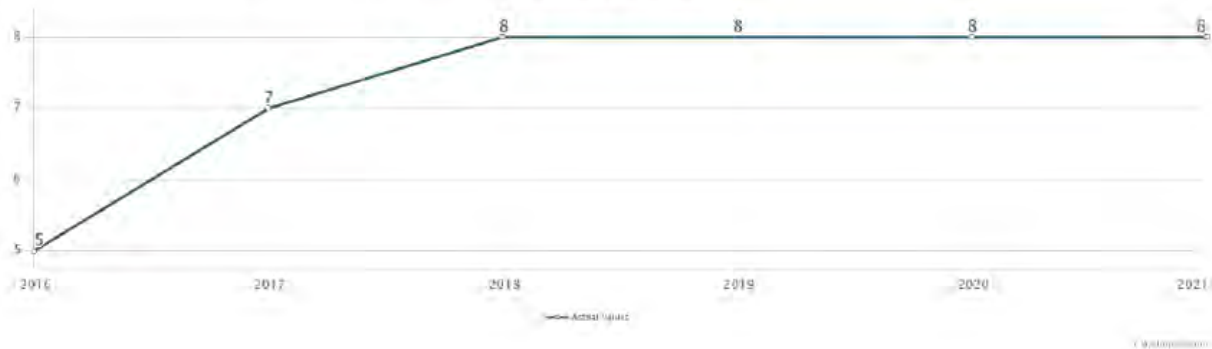
Total amount of resources invested in youth success

Data Source: EoY 2019 Reports (Both CIS-FS & OGA Partners)



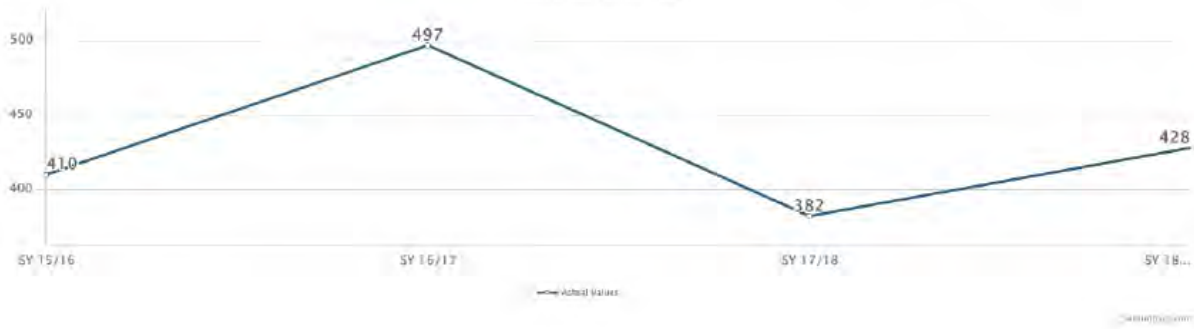
of community partners organized, led and/or managed by United Way to promote youth success

Data Source: EoY 2019 Reports



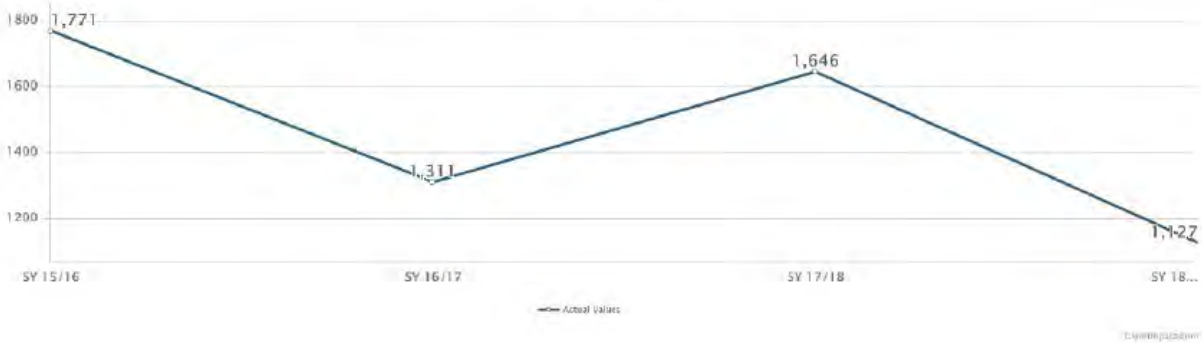
of elementary/middle/high school youth served who participate in school and/or community-based out-of-school time programs and/or receive ed supports

Data Source: EoY 2019 Reports

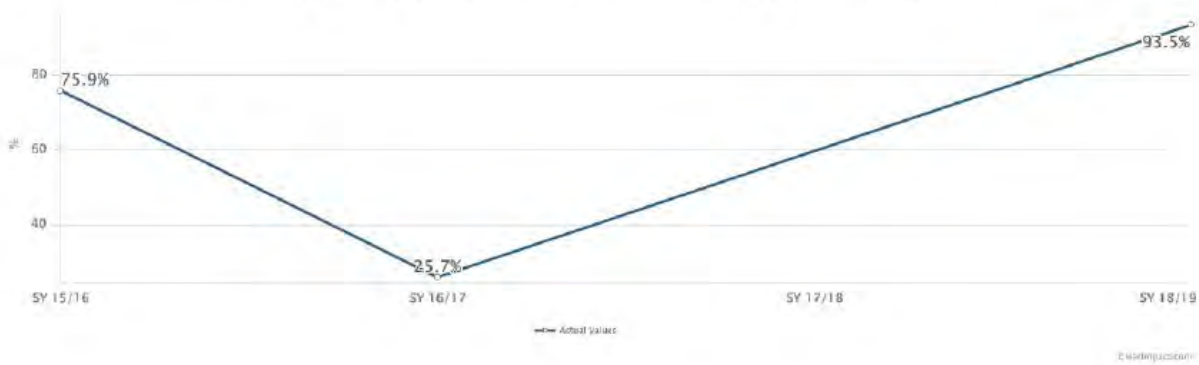


of youth served who receive job skills training

Data Source: EoY 2019 Report



% of elementary/middle/high school youth served who maintain satisfactory or improve school attendance



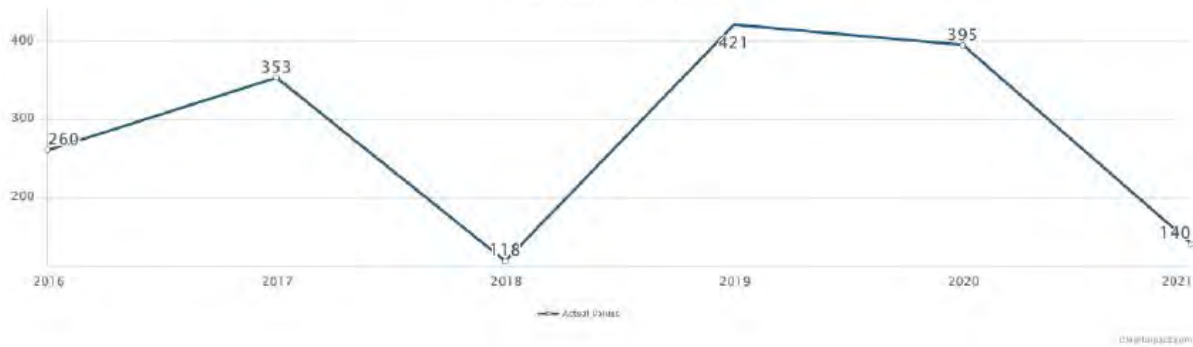
% of middle/high school youth served who develop soft skills



Economic Mobility:

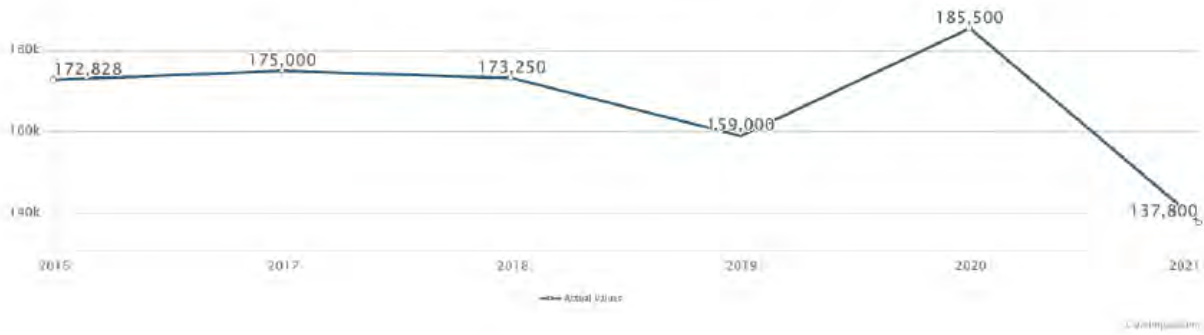
Total # of volunteers supporting economic mobility

Data Source: EoV Volunteer Report



Total amount of resources invested in economic mobility

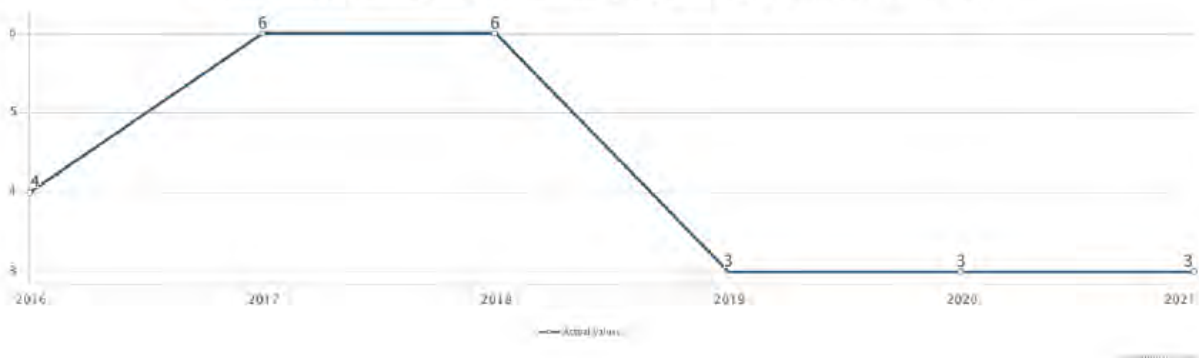
Data Source: EoV 2015 Reports



of policies promoted, enacted, or modified to promote economic mobility

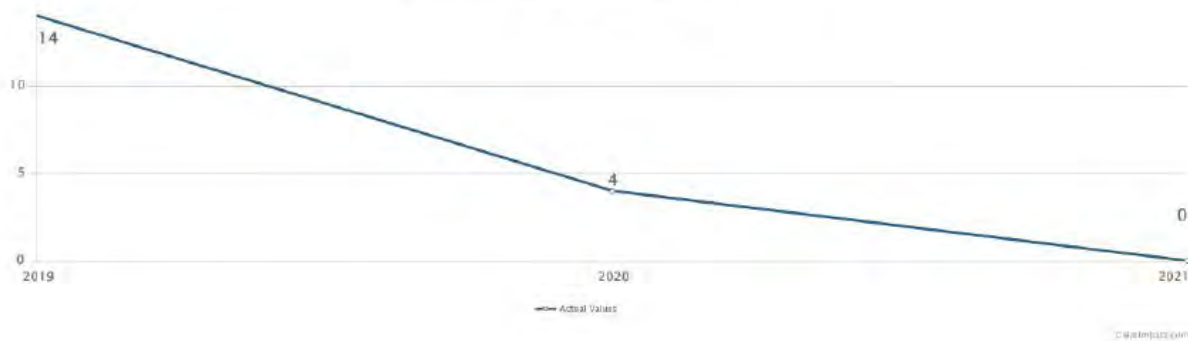


of community partners organized, led and/or managed by United Way to promote economic mobility

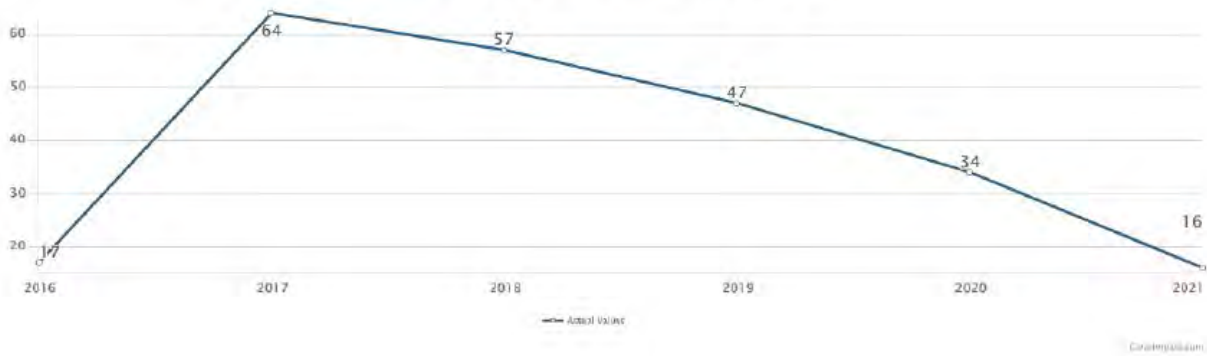


of financial sector staff trained to deliver quality services

(Data Source: EoY 2019 Reports)

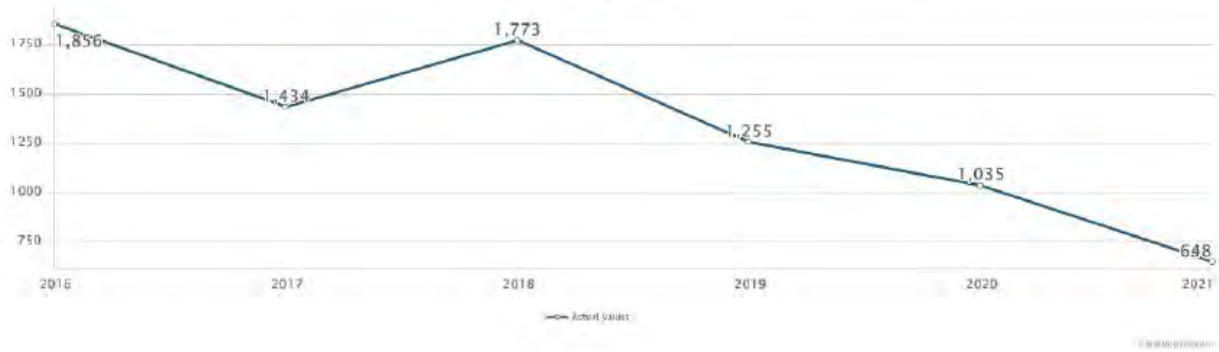


of individuals served who receive job skills training

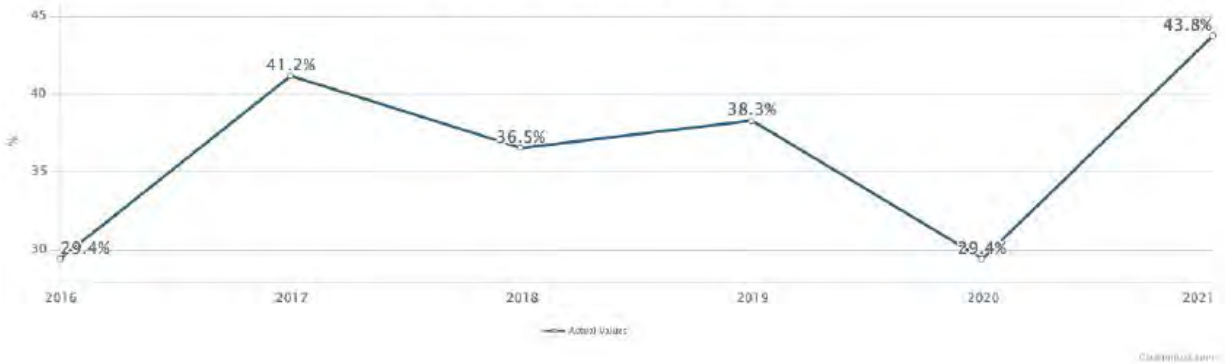


of individuals served who access affordable housing, financial products, and services

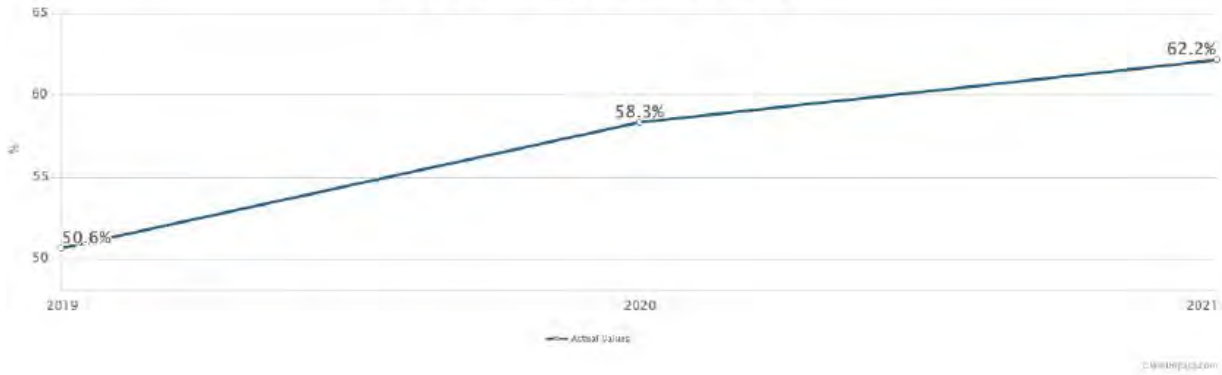
Data Source: EoY 2019 Reports



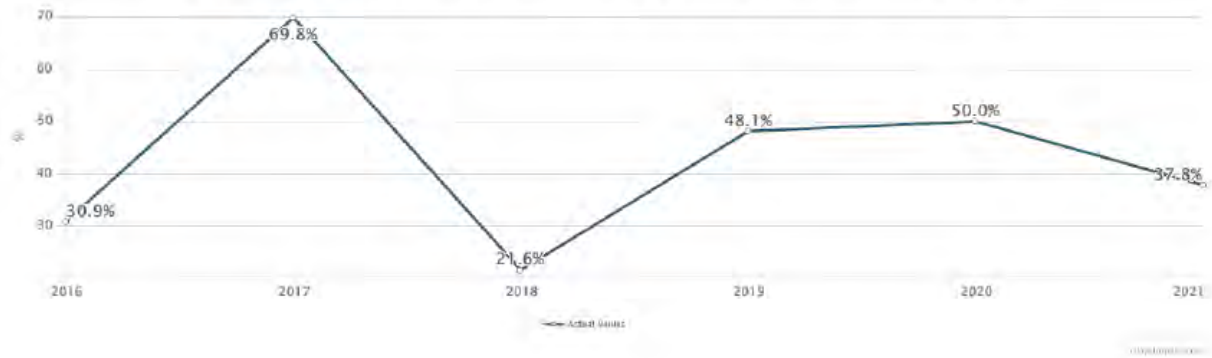
% of individuals served who gain employment



% of individuals served who increase their wages

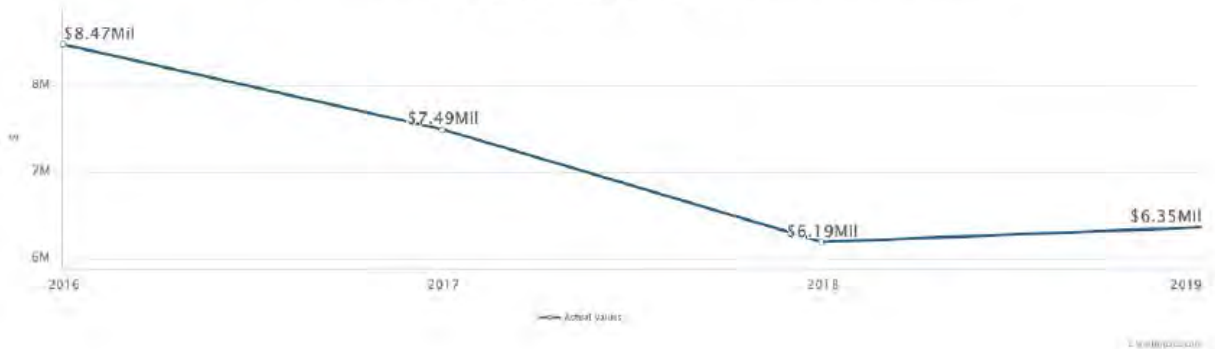


% of individuals served who increase their disposable income by accessing benefits and/or reducing their costs

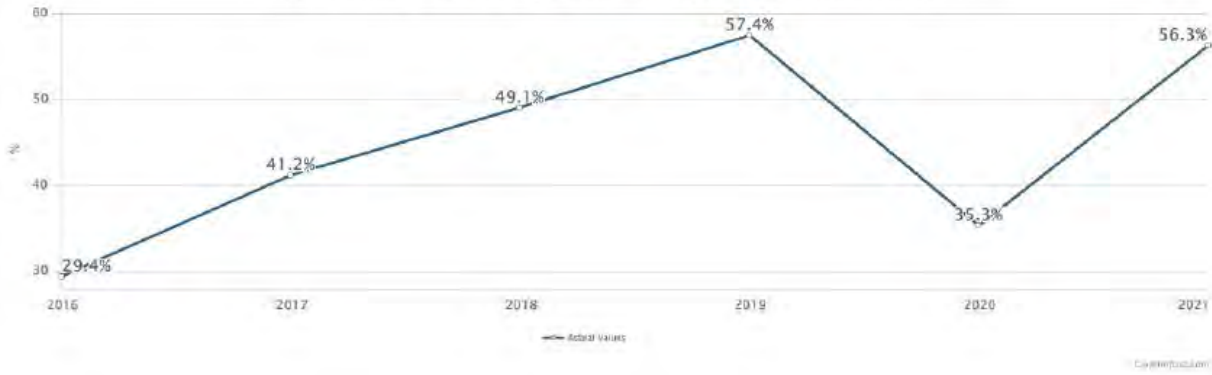


Total dollar amount of refunds returned to individuals/families through VITA and/or MyFreeTaxes

Data Source: K-State Extension, Asset-Building Coalition

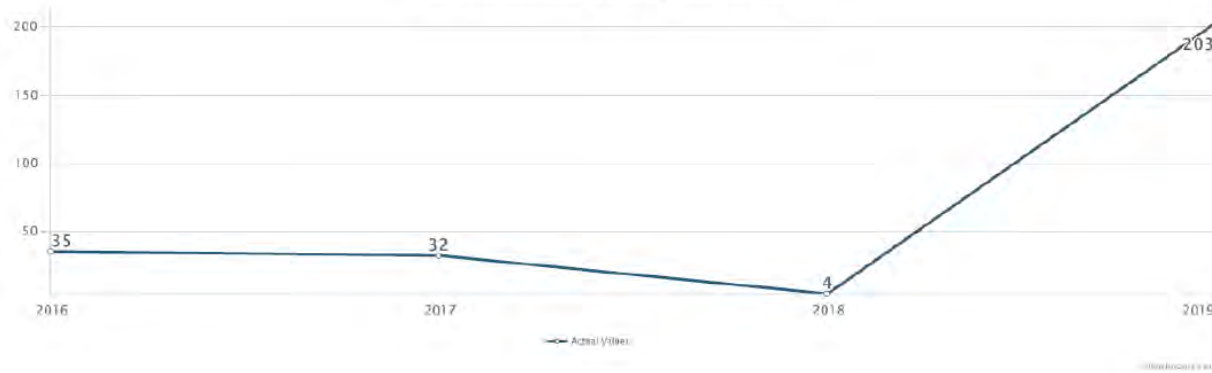


% of individuals served who earn job-relevant licenses, certificates, and/or credentials



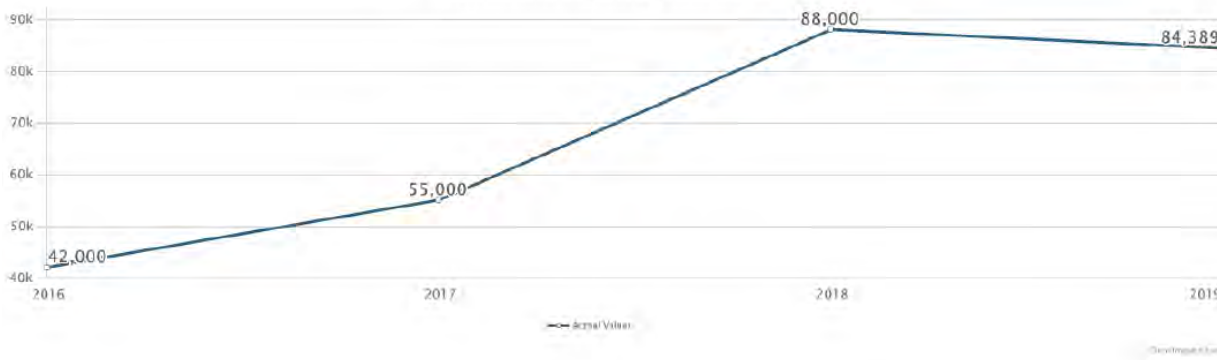
Access to Health:

Total # of volunteers supporting access to health



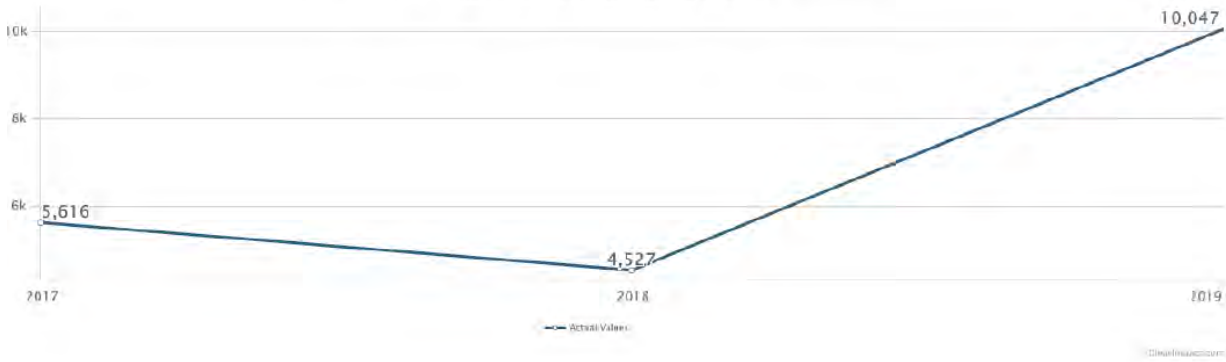
Total amount of resources invested in access to health

Data Source: Finance Impact Funding Distribution Report



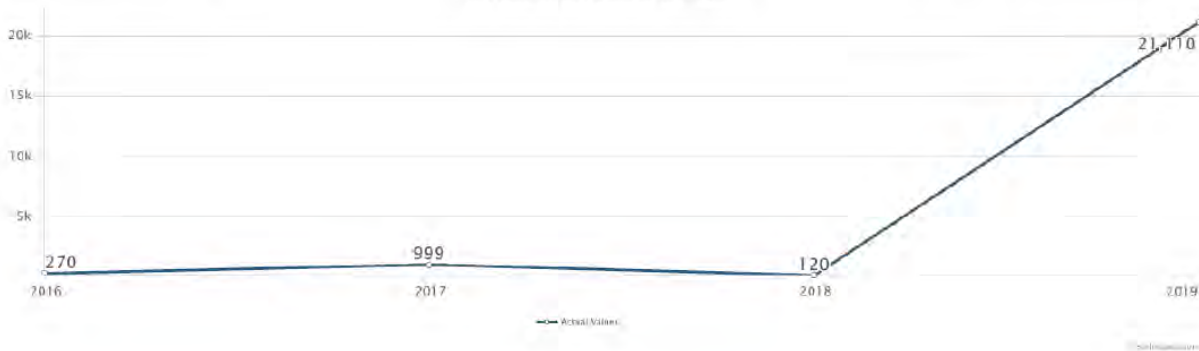
of individuals served with access to healthcare services and supports

Data Source: EoY 2019 Reports JS Co End of Term Report



of individuals served participating in physical activity and/or healthy food access/nutrition programs

Data Source: EoY 2019 Reports BN Food Programs



In summary, in Childhood Success, 6 of the 11 indicators remained relatively steady or showed improvement from 2016-present. In the area of Youth Success, 3 of the 7 indicators remained steady or demonstrated improvement. 3 of 12 Economic Mobility indicators were steady or showed improvement during this time span. Finally, in Access to Health all 4 indicators showed improvement.