

# LIVE UNITED 2024-2027



United Way of Greater Toledo

This report offers an overview of United Way of Greater Toledo. It explains what we do to serve the community, how we function, the support you can expect from us, and your role in our structures of shared expertise, data, and funding as we work strategically together toward a more resilient region.

## Introduction to United Way

The mission of United Way of Greater Toledo is to unite the caring power of people to improve lives.

We mobilize communities to act so that individuals and families can thrive, with a strategic focus on expanding education, providing housing, growing financial stability, and improving health in Lucas, Ottawa, and Wood Counties. We use three catalysts to best leverage our region's resources. First, we convene donors, nonprofits, schools, government, and other community leaders to share their knowledge about how to close existing gaps and open opportunities. Second, we collect and share data to help clarify and raise support for strategies that are making a difference. Finally, we allocate funds to programs that have significant strategic impact.

Through shared expertise, data, and funding, United Way of Greater Toledo acts as connective tissue, offering a resource to people navigating health and human services, and helping organizations of all types to collaboratively address the current and future needs of our community.

### Our commitments

United Way of Greater Toledo is committed to a data-driven approach to maximizing our impact. Shared data points to the way forward for agencies, donors, and local leaders by offering a clear and motivating view of the community's needs and successes.

*We provide excellence in data and research, delivering relevant, reliable and fluid data services. We work collaboratively with stakeholders across government, public, private, and social sectors to permeate silos and connect strategic goals. UWGT is committed to being a resource for actionable data and modeling services.*

We are led by our commitment to diversity, equity, and inclusion.

*United Way of Greater Toledo strives to ensure that we are meeting the needs of individuals across Lucas, Ottawa, and Wood Counties in a meaningful and appropriate manner. We cannot truly "Live United" until we fervently advocate for BIPOC, people with disabilities, LGBTQIA+ people, and other marginalized communities. United Way examines and addresses the systems, institutions, and policies that have caused and perpetuated racial and socioeconomic disparities, specifically in the areas of Education, Financial Stability, Health, and Housing. This includes acknowledging the role that philanthropy plays in upholding such structures. When individuals of all ethnic backgrounds, socioeconomic statuses, and gender/sexual identities can live and participate in functions of life without fear, then and only then can we "Live United."*

# Catalysts for a better tomorrow

The power of United Way comes from the multiplying effects of pooled resources. Shared funding, expertise, and data are three engines that drive our common strategies and promote better results.

## Shared funding

This is the most obvious benefit to partnering with United Way: in our last 3-year cycle, we raised \$23.7 million from more than 12,000 donors. We invested \$4 million in expanding education, \$2.2 million in improving health, \$1.6 million in growing financial stability, and another \$1.5 million in providing housing, not including our investments in 211 and other services. Many donors are motivated by community-wide data (some of which is contributed by granted partners) and by your collective insights. All three catalysts depend on and gain momentum from each other.

## Shared expertise: the Collective Impact model

*What is Collective Impact?* Collective Impact is a commitment of community members, organizations, and institutions that advance equity by learning together, aligning, and integrating their actions to achieve population and systems-level change. This nationally-recognized model of collaboration uses a specific structure to share best practices and promote innovation. United Way is investing in our granted partners by transitioning to a Collective Impact framework; this is a significant shift for our community.

*Why invest in this specific form of engagement?* Collective Impact provides our local agencies with a better chance of creating the best possible results for our community through enhanced program performance, collaboration, and ultimately an improved return on investment for the resources available to us all.



### It starts with a common agenda

This means coming together to collectively define the problem and create a shared vision to solve it.



### It establishes shared measurement

That means tracking progress in the same way, allowing for continuous learning and accountability.



### It fosters mutually reinforcing activities

That means integrating the participants' many different activities to maximize the end result.



### It encourages continuous communications

That means building trust and strengthening relationships.



### And it has a strong backbone

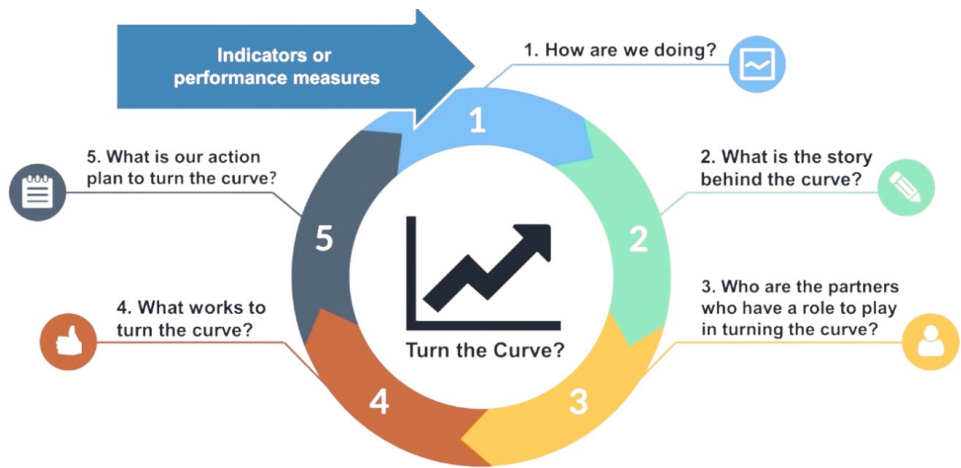
That means having a team dedicated to aligning and coordinating the work of the group.

Shared data: Results-Based Accountability™

Results-Based Accountability™ (RBA) helps us get the most from the collective impact model.

*What is RBA?* It is a data-driven approach to help communities and organizations get beyond talking about problems and get to enacting solutions. It is a simple, common-sense framework for deciding the end result we want, using data to plot where we’re headed, and figuring out how to turn the curve if we’re moving in the wrong direction.

RBA’s turn-the-curve thinking uses data to advance collaborative planning:



*Why do we use RBA?* One individual organization’s goals will be different from the desired end result for a broad community, and this is where RBA shines. By looking at the whole population picture alongside individual program performance, RBA enables groups of agencies to work together toward a common result. The distinction between population and performance is important: it determines who’s responsible for what. Population accountability organizes our work among equal, collaborative partners to promote community well-being. (In contrast, performance-level accountability organizes the work of a single agency to have the greatest impact on those they serve. What you do for your clients is your contribution to community impact.)

**Population Accountability:**

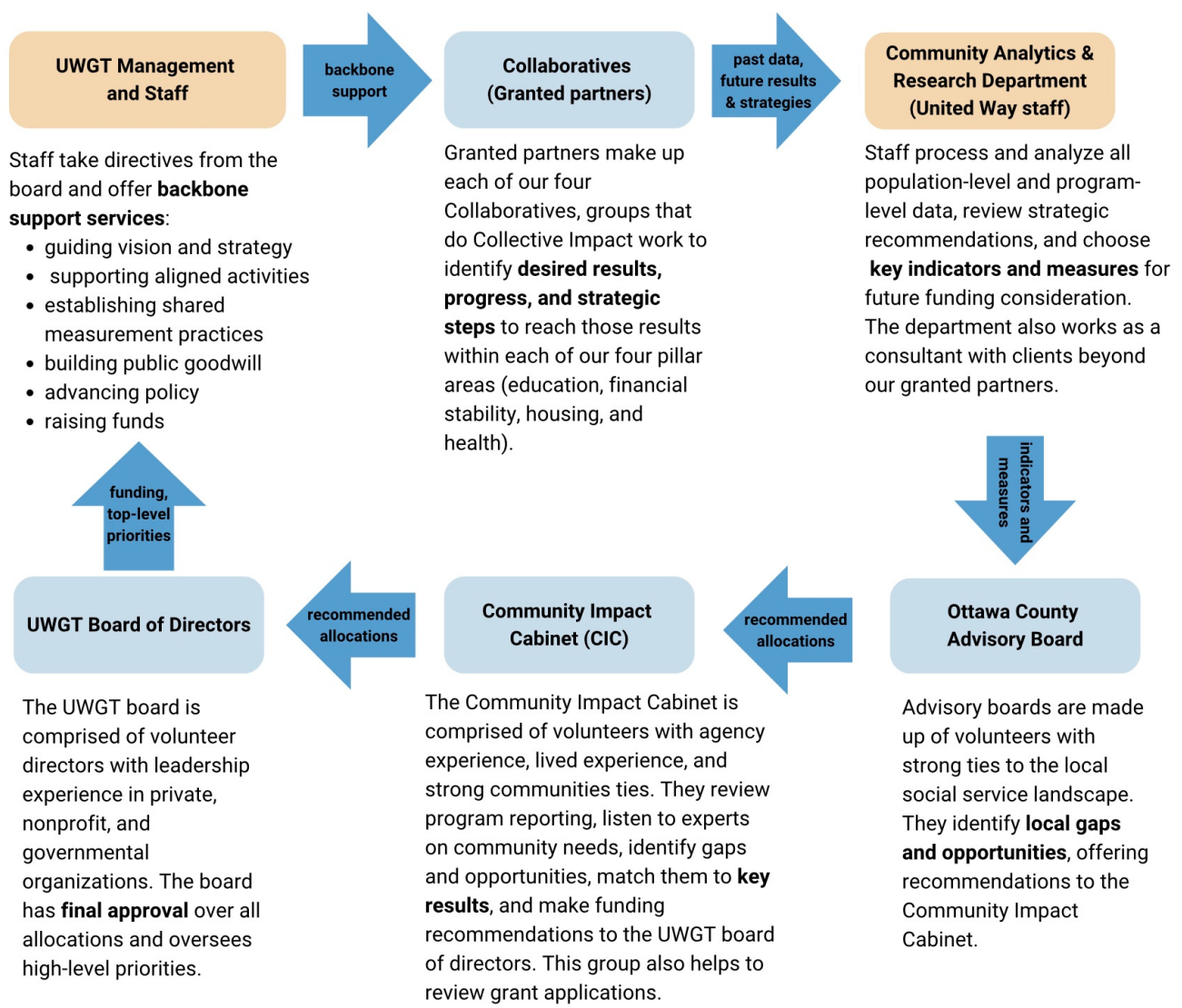
A population has a desired end state, or **result**, like children born healthy, a clean environment, or a prosperous economy. Each result is measured with **indicators** like the rate of low-birthweight babies, the air quality index, or the unemployment rate.

**Performance Accountability:**

Any given **program** (whether it’s a government, organization, or a set of activities) will have **performance measures** that describe how much was done, how well something was done, or whether anyone is better off.

# Engagement structures

United Way of Greater Toledo brings together volunteer stakeholders from across the community and at all levels of the organization to advise, recommend, and approve the funding needed to pursue its key strategies. The Community Impact Cabinet plays an especially large role, both recommending allocations and reviewing grant applications. The perspectives of our stakeholders drive decisions:



## Granted partners

Granted partners are agencies whose programs receive direct funding from United Way. Their programs align with the strategies defined by United Way to positively impact individuals across Lucas, Wood, and Ottawa Counties.

All United Way granted partners are part of Collaborative working groups. Collaboratives meet multiple times per year to discuss shared agenda items, participate in training, review community data, and share best practices.

Granted partners are also expected to submit data detailing their plan and targets for the year in a logic model and program profile. They provide an update halfway through the year and update their program results at the end of the grant year.

Our staff are here to answer questions, as well as to provide the backbone support services of the collective impact model (contact information for each type of help is listed later in this report):

- Guiding vision and strategy
- Supporting aligned activities
- Supporting data reporting
- Establishing shared measurement practices
- Educating, storytelling, and building public goodwill
- Advancing policy
- Mobilizing funding

Over time, United Way expects these activities to lead to changes among partners, funders, policymakers, and community members which, in turn, lead to more effective systems and improve community outcomes.

**Lead partners**

United Way works closely with the lead partner(s) in each pillar area to support granted partners and build a culture of collaboration. These leads are content matter experts in housing, health, financial stability, and education, with skills in identifying and monitoring the effectiveness of evidence-based practices specific to their pillar. They have a holistic understanding of how the work and relevant data sets across Lucas, Wood, and Ottawa Counties coalesce to understand the impact of programs and population-level results. Lead partners will do the following:

- Provide RBA-certified leadership and coaching to United Way’s granted partners
- Partner with United Way to facilitate Collaborative meetings with partners to align common agendas and meet specific collaborative goals
- Support partners by identifying additional training, support, or coaching needs within their pillar through regular communication
- Convene with UW staff and other lead partners to formulate, finalize, and follow up on the work of the Collaborative
- Identify and celebrate strengths and opportunities of granted partners within their pillar
- Serve as a bridge / liaison / advocate for UWGT’s work toward using a Collective Impact model with Results-Based Accountability



# United Way Contact information

Contacts at UWGT (also see <a href="http://www.unitedwaytoledo.org">www.unitedwaytoledo.org</a> )	
Program	CommunityImpact@unitedwaytoledo.org
Community Analytics & Research Development	DataAnalytics@unitedway.org
Resource Development	UWGTol-ResourceDevelopment@unitedwaytoledo.org
Marketing	Marketing@unitedwaytoledo.org
To contact us by phone, please call (419) 248-2424 and ask for the appropriate department. (We do not have departmental phone numbers.)	

## Funding priorities: key RBA measures

United Way does not aim to fix all problems. We focus on four primary areas of human services: education, financial stability, housing, and health. Within those four pillars, we are committed to funding what will make the biggest difference today and tomorrow. Below you will find the results and measures that will help to turn the curve, as determined by baseline community data, best practices and strategies, and the insights of our granted partners.

Below, you will see common performance measures captured by our granted programs in each of our areas of focus. The measures are separated by three questions: “How much did we do?”, “How well did we do?”, and “Is anyone better off?” Each of these questions tell us important information about the programs we fund. However, **in our 2024-2027 grant cycle, we are focusing more on funding programs that can capture measures that tell us if anyone is better off.** This is how we intend to showcase how the incredible network of programs in our community are having a collective effect on improving the lives of the individuals they serve through their programs.



Education

Education is the foundation for individual and community success. Research shows that providing high quality education before children turn five years old yields significant long-term benefits. Moreover, students who participate in high-quality out-of-school time programming do better academically, are less likely to engage in risky behaviors, experience improved access to employment, and have enhanced life skills. Our cradle-to-career focus in education identifies key strategies to ensure students enter school ready to learn and graduate from high school with a plan for work, career, and life.

Result	
All students in Lucas & Wood County graduate high school on time.	
<p>Student Success</p> <p>Population Indicator: In 2022 the high school graduation rate in Lucas County was 85.4% and 96.6% in Wood County. In 2016 the high school graduation rate in Lucas County was 84.9% and 94.8% in Wood County, respectively. Lucas County rates peaked at 89.3% in 2020, while Wood County’s current rate is the highest since 2016. UWGT provides 8,700 units of service on average per year with granted partners, to ensure all students graduate high school on time.</p> <p>Source: <a href="https://reportcard.education.ohio.gov/download">https://reportcard.education.ohio.gov/download</a></p>	
Strategies	Common Performance Measures
<p>High Quality Learning Experiences</p> <p>Children have access to high quality learning experiences in home, community and childcare and education settings which prepare them to successfully meet milestones, graduate high school on time and enter the workforce.</p>	<p>Is anyone better off?</p> <p>SS1 - # and % of youth increasing academically</p> <p>SS2 - # and % of youth improving school attendance</p> <p>SS3 - # and % of school suspensions</p> <p>SS4 - # and % graduating high school on time</p>
	<p>How well did we do?</p> <p>SS5 - # and % of educators receiving professional development</p>
	<p>How much did we do?</p> <p>SS6 - # and % served in the previous program year</p>

Result

All students in Lucas & Ottawa County enter kindergarten ready to succeed.

School Readiness

Population Indicator: In 2023 the kindergarten readiness rate in Lucas County was 29.7% and 40.2% in Wood County. In 2016, the kindergarten readiness rate in Lucas County was 32% with a peak of 39.5% in 2021. Wood County kindergarten readiness was 48.5% in 2016 which also served as the peak. UWGT provides 9,500 units of service on average per year. Together with partners, we are working to ensure all students in Lucas and Wood County enter kindergarten ready to succeed.

Source: <https://reportcard.education.ohio.gov/download>

Strategies

Common Performance Measures

High Quality Early Learning Experiences

Children have access to high quality early learning experiences in home, community and early childhood care and education settings which prepare them to reach milestones and enter school ready to learn.

Is anyone better off?

SR1 - # and % of youth passing social-emotional milestones

SR2 - # and % of children entering kindergarten ready to succeed

How well did we do?

SR4 - # and % of parents / caregivers engaging in education and / or supportive programming

SR5 - # and % of childhood teachers receiving professional development

How much did we do?

SR6 - # and % served in the previous program year



Financial stability

As rising living costs have outpaced wages, more working families are facing economic hardship as they struggle to meet basic needs such as food, shelter, health care, and childcare. With more Lucas & Wood County families lacking adequate income to meet basic needs, economic opportunities for all is essential to strengthening our communities. United Way, along with community partners, has identified key community change strategies that will ensure those in the workforce are able to achieve sufficient income for themselves and their families and save for the future.

Result	
All households in Lucas & Wood County are Financially Stable	
Financial Stability	
<p>Population Indicator: In 2022, 30% of households in Lucas County, and 26% in Wood County were under 200% of the federal poverty line and 41% [34%] were below the ALICE threshold. In 2016, 40% of households in Lucas County, and 28% in Wood County were under 200% of the federal poverty line. UWGT provides 14,000 units of service on average per year with partners to ensure all households in Lucas and Wood County are financially stable.</p> <p>Source: <a href="https://data.census.gov/ACSDP1Y2021.DP03">https://data.census.gov/ACSDP1Y2021.DP03</a>, <a href="https://unitedforalice.org">unitedforalice.org</a></p>	
Strategies	Common Performance Measures
<p><b>Integrated Financial Services</b></p> <p>Provide integrated financial coaching, employment coaching/access to contextualized, short-term credentialing programs in in-demand occupations, and income supports counseling services.</p>	<p><b>Is anyone better off?</b></p> <p>FS1 - # and % with increase in net income</p> <p>FS2 - # and % retaining employment for 3, 6, 9 and 12 months</p> <p>FS3 - # and % with increase in net worth</p>
	<p><b>How well did we do?</b></p> <p>FS4 - # and % with credit score increase</p> <p>FS5 - # and % placed in jobs or who advance in existing employment</p>
	<p><b>How much did we do?</b></p> <p>FS6 - # and % receiving integrated financial and employment coaching services</p> <p>FS7 - # and \$ of prepared taxes and refunds (federal and state)</p>

Housing

As economic and environmental landscapes continue to evolve, viable housing availability shifts as well. In Lucas County, housing needs outpace both available units and shelter availability. Living in safe and affordable housing promotes economic, mental, and physical and well-being. Our housing stability pillar focuses on addressing systemic barriers and gaps, as well as bridging supports to ensure everyone in Lucas & Wood County has a safe, stable, and affordable place to call home.

Result	
Everyone in Lucas & Wood County has safe, stable and affordable housing	
Housing Stability	
<p>Population Indicator: In 2021, families were able to maintain permanent housing or exit to permanent housing at a rate of 95.4% in Lucas County. In 2015, this number was 97.1%. There was a steady increase leading to a peak of 98.8% in 2020. In 2021, 1,534 people experienced homelessness in Lucas County. In 2015, homelessness peaked at 1,777 people. With partners, UWGT provides 1,700 units of service on average per year to ensure everyone in Lucas and Wood County is housed in safe, stable and affordable housing.</p> <p>Source: <a href="https://homelessdata.com/dashboard/toledo-oh/spms/">https://homelessdata.com/dashboard/toledo-oh/spms/</a></p>	
Strategies	Common Performance Measures
<p><b>Access to Housing &amp; Shelter</b></p> <p>Provide wrap-around supports to address systemic barriers impeding housing retention and ensure permanent, safe and viable housing for individuals and families</p>	<p><b>Is anyone better off?</b></p> <p>HS1 - # served with mortgage/rent/utility assistance</p> <p>HS2 - # and % current on mortgage and / or rent</p> <p>HS3 - # and % of first-time homelessness</p> <p>HS4 - # and % of chronic homelessness</p>
	<p><b>How well did we do?</b></p> <p>HS5 - # and % of exits to permanent housing</p> <p>HS6 - # of days experiencing homelessness</p> <p>HS7 - # and % rehoused</p>
	<p><b>How much did we do?</b></p> <p>HS8 - \$ of assistance provided</p> <p>HS9 - # and % receiving new benefits</p> <p>HS10 - # nights of shelter provided</p> <p>HS11 - Average length of stay in days</p>

Health

The health of our citizens is a strong indicator of the health of our community. Better community health means lower health care costs and a stronger economy. We all win when our children are on track in school and adults are able to be productive at work. As part of our LIVE UNITED 2024 plan, we are committed to improving health conditions and making system-level changes so that all children and adults have the opportunity for a good quality of life. Improving the health of our community requires specific strategies, broad collaboration, and a comprehensive approach to tackle the health concerns that have been identified as well as to ensure that children are born healthy and stay healthy.

Result	
Everyone in Lucas County is healthy	
Healthy Lifestyles	
<p>Population Indicator: In 2020 and 2015, 45% of adults in Lucas County reported their health was excellent or very good, with a peak of 47% in 2017. In 2020 95% of children in Lucas County had their health rated as excellent or very good by a parent, compared to 86% in 2015 and 97% in 2017 children youth in Lucas County were healthy, in 2015 86% of youth were healthy, with a peak of 97% in 2017. Together with partners, UWGT provides 13,000 units of service on average per year to ensure everyone in Lucas County has access to what they need to improve their health and well-being.</p> <p>Source: 2019/2020 Lucas County Community Health Assessment</p>	
Strategies	Common Performance Measures
<p><b>Healthy Lifestyles</b></p> <p>Improve nutrition and physical activity through programming and education as well as policy, system, and environmental change.</p> <p><b>Physical and Mental Wellbeing</b></p> <p>Improve understanding of safety and wellness for violence-free homes and neighborhoods through counseling, and support services, including domestic violence awareness, prevention and support.</p>	<p><b>Is anyone better off?</b></p> <p>HL1 - # and % of participants who increase physical skill level or ability</p> <p>HL2 - # and % of participants with improved health</p> <p>HL3 - # and % of participants with improved environmental health conditions</p> <p>HL4 - # and % of participants with increased ability to recognize signs of abuse, neglect and exploitation</p> <p><b>How well did we do?</b></p> <p>HL5 - # of children and youth who participate in physical activity</p> <p>HL6 - # and % of participants with increased knowledge of importance of physical activity</p> <p>HL7 - # and % of participants who increased knowledge of mental wellbeing</p>

Strategies	Common Performance Measures
<b>Seamless &amp; Accessible Health Services</b>  Strengthen integration of health services and remove barriers to quality care.	<b>Is anyone better off?</b>  AH1 - # of patients/clients uninsured/ underinsured  AH2- # and % of individuals connected to a permanent medical home
	<b>How well did we do?</b>  AH3 - # of individuals receiving coordination or access to care supports
	<b>How much did we do?</b>  AH4 - # receiving health or medical services
<b>Infant &amp; Maternal Care</b>  Children are born healthy and develop on track	<b>Is anyone better off?</b>  AH5 - # of children born healthy
	<b>How well did we do?</b>  AH7 - # of mothers receiving prenatal care  AH8 - # and % of caregivers receiving education and support around infant and child care  AH9 - # and % of appointments kept
	<b>How much did we do?</b>  AH10 - # of children receiving preventative care  AH11 - # of children receiving behavioral intervention (internally or externally)

**Ottawa County** funding priorities may differ. For an updated list of Ottawa County focus pillars, results, and performance measures, please contact United Way's program office directly, at [CommunityImpact@unitedwaytoledo.org](mailto:CommunityImpact@unitedwaytoledo.org).