The Greater Delaware Valley is home to the poorest big city in the country, as well as some of the poorest communities in southern New Jersey and southeastern Pennsylvania. In our region, 15% of the population lives below the poverty line and 32% lives below 200% of the poverty line. In Philadelphia, the poverty rate is 26%. Other high poverty counties include Cumberland County, NJ at 16%, Atlantic County, NJ at 15% and Camden County, NJ at 13%.

Families living in poverty often face or have faced significant trauma, such as abuse; neglect; losing a family member to violence, drugs, or incarceration. Additionally, they may face a lack of basic life amenities on a daily basis. These barriers often prevent individuals from obtaining jobs that pay a family-sustaining wage and leaves them without the resources or supports for their children to be successful in school, resulting in the kind of poverty often traps families for generations.
Accountability

UWGPSNJ has adopted the Results Based Accountability Framework and set both community and agency performance level results toward our aspirational cause of ending intergenerational poverty through two broad goals: successful children and youth and self-reliant individuals and families.

Through a comprehensive process, UWGPSNJ identified key strategies and three focus areas in which we would investment our human, social and financial resources. The eight key strategies to drive toward our 2030 targets at both the agency performance and community level include:

1. Ensure 90% of children reading on grade level at end of 3rd Grade:
   a. Increase the # of children 0-5 who are school ready
   b. Increase the # of students in grades k-3 who are reading on grade level
2. Ensure an additional 50,000 opportunity youth are connected to school and/or work
   a. Increase the # students grades 4-8 staying connected to school
   b. Increase the # of youth ages 15-25 completing education and/or job training that provide pathways to career advancement
3. Ensure an additional 300,000 individuals are living at 200% of the poverty level or above
   a. Increase the # of adults earning a living wage
   b. Increase the # of individuals and families building assets

"RBA uses a data-driven, decision-making process to help communities and organizations get beyond talking about problems to taking action to solve problems. It is a simple, common sense framework that everyone can understand. RBA starts with ends and works backward, towards means. The "end" or difference you are trying to make looks slightly different if you are working on a broad community level or are focusing on your specific program or organization."  

By starting with the end goal in mind and moving from talk to action, UWGPSNJ has set measurable targets for 2030 at the community level, around which we’ll invest in community partners to help drive results and turn the curve on complex local issues.

To achieve those goals, financial resources (allocable dollars from the Impact Fund) will be shared equitably across the UWGPSNJ footprint based on an applied calculation of the number of people living at 100% of the poverty level within a given community.

Each of the following focus areas will receive a portion of available dollars as follows:

- Early Learning: 50%* of Core Impact Grants
- Career Pathways and Pipelines: 30%* of Core Impact Grants
- Self Sufficiency: 20%* of Core Impact Grants

*The amount awarded to family stability grants will be included in the amounts for each area of work above.
### United Way Impact Investment Framework

**Cause:** End Intergenerational Poverty

**Strategies:**
- Successful Children & Youth
- Self Reliant Individuals & Families

**Focus Areas:**
- Early Learning
- Career Pathways & Pipelines
- Economic Self Sufficiency

**Goals:**
- Ensure 90% of children read on grade level by the end of 3rd grade by 2030
- Ensure an additional 50,000 opportunity youth (15-25) are connected to school or work by 2030
- Ensure an additional 300,000 individuals live above 200% of the federal poverty level by 2030

**Objectives:**
- Increase # of children (ages 0-5) who are school ready
- Increase # of children (grades K-3) reading on grade level.
- Increase # of students staying connected to school (grades 4-9)
- Increase # of youth (ages 15-25) completing education and job training that provides pathways to career advancement
- Increase # of adults earning a living wage
- Increase # of individuals and families building assets
- Increase # of individuals and families accessing family stability supports including health, basic needs and advocacy

Why these focus areas and strategies? UWGPSNJ held a series of iterative meetings of the Impact Strategy Committee. These meetings were supported by needs assessments of various communities in the region; individual interviews with experts; research on evidence-based practices; evaluation of other UWGPSNJ’s activities; meetings and discussion with key stakeholders; input from staff and much discussion at committee and board levels.
United Way Guiding Principles

1. **Serve people vulnerable to barriers that impede self reliance and success.** Address the needs of children, individuals and families disconnected from resources required to be self-reliant.

2. **Evidence driven, results oriented.** Be research-based, or in the case of investments in innovation, work towards forming an evidence-based practice. Strategies will include data-driven evaluation components that document outcomes, can inform future decision making and support continuous improvement based upon what is learned and changes in the environment.

3. **Regional lift, local relevance.** Be relevant to improving the quality of life for the entire region with local implementation, which might include particular initiatives targeted to particular geographies or socio-demographic communities.

4. **Partnership and Collaboration.** Leverage funding to build partnership and relationships including the public sector and other philanthropic sources toward shared agendas and goals.

5. **Market opportunity and constraints.** Invest where and when external conditions and providers’ organizational capacity are ready for success. UWGPSNJ must have the internal capacity to execute and support the work effectively.

6. **Unique role.** Emphasis on opportunities for the UWGPSNJ to serve as a leader or convener on select issues of great importance to the region and that include strategic social capital and financial resource deployment.

7. **Integrated Solutions.** UWGPSNJ’s investments will work in concert to provide supports to populations vulnerable to barriers to success across the spectrum that prohibit progress toward self-reliance.
United Way Approach to Change

The overall portfolio within the Impact Fund will provide UWGPSNJ with the opportunity to assume different roles for different issues based upon what is needed. These roles include:

1. **Strategic leader.** Opportunities for UWGPSNJ to serve as a leader or convener on select issues of great importance to the region.
2. **Systems change agent.** Address fundamental public policy, private sector engagement or public understanding that can lead to significant societal improvement.
3. **Collaborator.** Strengthen the ways in which people and communities come together to help one another, beyond the investment or exchange of money.
4. **Innovator.** Take reasonable risks to try new ideas and spark learning, recognizing that some of the learning will come from ‘failure’.

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**TOOLS AT UNITED WAY’S DISPOSAL**

- Advocacy
- Volunteer Mobilization
- Convening
- Public Awareness Campaigns
- Leverage Funding
- Capacity Building
- Grant Making

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**United Way of Greater Philadelphia and Southern New Jersey**

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Investment Channels

UWGPSNJ will have four investment channels:

- **Core Regional Impact (82.5% of Impact Fund):** To execute upon *evidence-driven, results-oriented, two-generational strategies* that are aligned with UWGPSNJ’s goals for successful youth and self-reliant individuals and families.

- **Innovation Impact (7.5% of Impact Fund):** To support the *exploration of inventive approaches to addressing systemic gaps in service* aligned with UWGPSNJ’s objectives of successful youth and self-reliant individuals and families.

- **Local Relevance (7.5% of Impact Fund):** To *address the needs of local communities*, and the breadth of UWGPSNJ’s footprint demands that localized need be a primary investment focus.

- **Rapid Response Impact (2.5% of Impact Fund):** Response *assistance for one-time situational emergencies or natural disasters* throughout the region

**Core Regional Impact Grants**

**Results Based General Operating Investments: (open process)**

Acknowledging that a variety of methods and techniques are needed to turn the curve as it relates to quality of life conditions for children, adults and families in our communities, UWGPSNJ has created this space for results-based, general operating grants through the condition of shared coordination and partnership in learning communities. The intention is to leverage community resources with UWGPSNJ resources (such as advocacy, volunteer mobilization, convening, capacity building and grant-making) toward greater impact. We realize that, given the complexity of challenges and limited resources, our approach must change if we want to drive performance results in local communities.

- Potential candidates for this new approach to must be prepared to work in official coordination and partnership with other providers in learning communities to address and eliminate barriers that prevent a successful journey out of poverty.

- UWGPSNJ recognizes this is a new funding methodology for our region and a significant change from our present grant making practices.

- It is acknowledged our funded partner organizations have the expertise, experience and staff to provide the necessary program(s) to achieve the intended outcomes. Every investment welcomes the opportunity to participate in these coordinated partnerships at the staff level, helping to guide and mold the planning process, bringing resources to the table and facilitating convening efforts, as needed. A tiered approach to UWGPSNJ funding and staff involvement will be considered as part of the investment contracting process to determine the best approach based on the level of investment.
Anticipated Funding Tiers

Regional Partner ($150,000 – $250,000): single or multi-service organization working regionally and demonstrating significant results toward turning one of the community level curves and in at least one supporting strategy and willing to support small collective of partners toward more holistic results to include identification of and possible elimination of system barriers and collective results identified for the subsequent FY 22-24 process.
- Role: thought leader in area of focus, capacity as a provider, expertise in strategy, advocacy

Key partner ($50,000 - $150,000): single or multi-service organization demonstrating significant results in at least one supporting strategy and participating in a partnership with others toward community level result
- Role: strong practitioner, active partner in collective, advocacy

Supporting partner ($20,000 - $50,000): single service or niche agency demonstrating results in at least one supporting strategy and willingness to support the collective but limited staff capacity to participate in the collective
- Role: niche practitioner, access to communities that are hard to reach

Program Related Results Based Grants: UWGPSNJ Signature Programs (closed process)

United Way has become known in the community for taking a lead role in particular areas of work, including early childhood, workforce development and family stability. UWGPSNJ has several programs and initiatives that have developed over time to support the core tenets of its work in these areas, known as United Way Signature Programs. These Signature Programs will also be supported through Core Impact Investments, restricted to the programs they are supporting. This investment process will also include an application and review process but will be by invite only.

Many of these UWGPSNJ Signature Programs or “products” help donors understand our value-add. While United Way’s value-add goes beyond these Signature Programs, they are tangible example of what is possible when a need or gap in service is identified and UWGPSNJ leverages partners, resources and our ability to deliver results with effective strategies.

Signature Programs include: SuccessBy6, Job Opportunities Investment Network (JOIN), Volunteer Income Tax Assistance (VITA), Individual Development Accounts (IDA), Building a Trauma Informed Region, 2-1-1, Volunteer Mobilization, Capacity Building and the Siemer Financial Stability Initiative.

1 https://clearimpact.com/results-based-accountability/