

# UNITED WAY OF GREATER ATLANTA

Stakeholder Report 2018








**COMMITTED**  
**TO CHILD**  
**WELL-BEING**



# WHO WE ARE



On Twitter? Click the  icon throughout the report to share what you learned with your followers!

Philanthropic Partner for Child Well-Being with a rich history

**720**

Non-profit, Foundation &  
Government Partners

**1,000**

Corporate Partners

**116,000**

Donors

**21,530**

Volunteers



13  
Counties

4.6M  
Total Population  
in 2018

1.3M  
Children



## Vision

Greater Atlanta is a community where all individuals and families thrive — a community where everyone has the opportunity to live a **healthy life**, acquire the **education and skills** they need to **earn a good living** and have a **roof over their heads**.

## Mission

Engage and bring together people and resources to drive sustainable improvements in the well-being of children, families and individuals in the community.





## FROM THE CEO

2018 was a landmark year for us. We saw evidence that the Child Well-Being Movement that we launched in 2016 was showing signs of substantial progress in advancing the mission to improve the well-being of 250,000 children across our community by 2027. As you'll see from this report, real progress happens through partnerships – across all sectors, public and private. We are grateful to all our partners, some of whom we highlight in this report.

This is United Way's first-ever digital and interactive Stakeholders Report. With our new wealth of data on how children are doing in our community, going digital was key to providing in-depth reporting while still providing a succinct high-level view. We welcome your feedback!

*Milton J. Little Jr., President and CEO, United Way of Greater Atlanta*



## FROM THE CHAIRMAN OF THE BOARD

As United Way's Board Chair, I am proud to be part of the transformation of United Way of Greater Atlanta over recent years – guided by the new vision of a community that can say “all the children are well”. When you read this, you will see over and over again that this is a new and different United Way from what you may have known in past years. This United Way has a laser focus on improving child well-being and plays a unique and critical role in the community – a convener of businesses, governments, nonprofits, other philanthropists; a catalyst of change; a strategic investor with decisions founded in data and tied to outcomes that mark long-lasting changes in the lives of children, families and communities.

If you are not already engaged in the work of United Way, I hope this report will inspire you to start now

*Steven Scherger, Chairman, Board of Directors*



# EXECUTIVE SUMMARY

2018: Firmly on the Path to Improving the Lives of 250,000 Children



## **We can say more of the children are well**

Strong communities can say all the children are well.  
We are moving in a positive direction.



## **Partnerships are driving progress**

Working together makes us more than the sum of our parts.



## **Data is driving better strategy**

Creating clearer pictures, informing decisions,  
aligning with partners

2018 showed us measurable and substantive progress in the Child Well-Being Score with an improvement from 58.9 to 61.8.

- Focusing investment in areas of low Child Well-Being – These investments and collective action are creating momentum and influencing the regional score.
- New partnerships – We are focused on driving improvements in Child Well-Being by aligning more strongly with partners based on shared measures for collective impact; and by aligning corporate partners' CSRs with programs and volunteer opportunities that advance the Child Well-Being Movement. The new Salesforce.org Philanthropy Cloud platform promotes child well-being causes to individual donors. Affinity groups are also focusing efforts on causes aimed at improving child well-being.
- Use of new data and analytics tools enabled us to focus resources in places with biggest potential impact.

# CHILD WELL-BEING

Why are we focused on Child Well-Being?



Communities that can say, “all the children are well” have babies born healthy, kids who read proficiently by 3rd grade and teens who graduate from high school ready for college and careers. These are kids that grow up in communities where people are educated, employed, and housed.

United Way’s focus is to ensure every child, family and community has the opportunity to thrive.

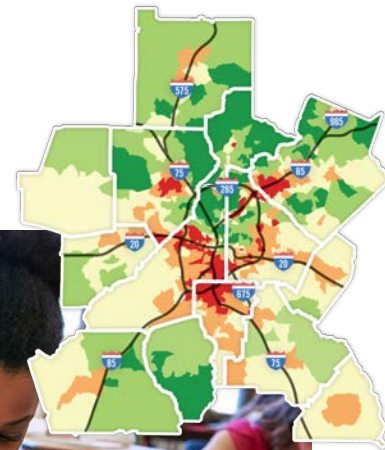
Our goal is to raise the overall Child Well-Being Score across Greater Atlanta’s 13-county region from 58.9 to 68.9 by 2027. With this change, we’ll be improving the lives of 250,000 children.

**Priah Ferguson**  
Official Spokeskid

# MEASURING CHILD WELL-BEING

How We Measure Current State and Progress

United Way, along with dozens of partners, developed a set of measures that can be used as a tool to help the region assess how children, the families that support them, and the communities that surround them, are doing. This powerful use of data has influenced, guided, and activated leaders to make Child Well-Being a community-wide priority. Data is bringing people together from across sectors to advance a shared goal and drive transformative results for children and families.



## THE 14 CHILD WELL-BEING MEASURES

% Low Weight Births

% Students Exceeding 3rd Grade Reading Standards

% Students Exceeding 8th Grade Math Standards

High School College & Career Readiness Score

High School Graduation Rate

% Children without Health Insurance

% Children in Poverty



% Families Not Financially Stable

% Families with Housing Cost Burden

% Births to Moms Without a High School Diploma



% Enrolled in Post-Secondary Education

% Adults Without a High School Diploma

% Adults Without Health Insurance  
Unemployment Rate





# CHILD WELL-BEING MOVEMENT

It takes a broad-reaching movement to drive far-reaching change



Tweet

We know that no one organization or individual solves complex issues like homelessness or unemployment single-handedly; and such issues are not solved overnight. It takes a movement. That's why United Way works with more than 720 organizations and businesses and trains over 1,350 individuals on ways they can help children, families and communities across Greater Atlanta thrive.

This movement is more than United Way. We now have 266 champions, made up of cross-sector leaders that are committed to removing barriers that currently allow a zip code to define a child's destiny. Creating opportunities for all can only be accomplished through collective action.



Raphael Bostic, President and CEO of the Federal Reserve Bank of Atlanta talks about the importance of Child Well-Being to the region. [Link to Video.](#)

# HOW COLLECTIVE ACTION DRIVES THE CHILD WELL-BEING MOVEMENT: TWO EXAMPLES



## Atlanta Regional Collaborative for Health Improvement (ARCHI)

ARCHI harnesses the collective impact framework to realign local resources, improve health, and ensure a vital economy. They are utilizing the Child Well-Being Index to support collaborative work in South DeKalb. Kathryn Lawler, executive director, also serves as the co-chair of CoLabs and serves on United Way's Community Engagement Council.

[Learn more.](#)



## State of Hope - Georgia Division of Family and Children Services

State of Hope is a movement throughout Georgia, driven by Georgia Division of Family and Children Services, to create communities where children are safe, thriving and full of hope. The Child Well-Being index was utilized as a resource for State of Hope applicants to identify where they might target their big ideas and was highlighted in the Business Case for State of Hope as a best practice. It also remains a resource in the toolkit to support existing State of Hope sites. DFCS/State of Hope leadership joined CoLabs to support their collaborative work.

[Learn more.](#)

# THE REGION IS MAKING PROGRESS



## Child well-being has improved across the region



The regional score has increased from 58.9 to 61.8. The goal for 2027 is 68.9.

2016

58.9

2018

61.8

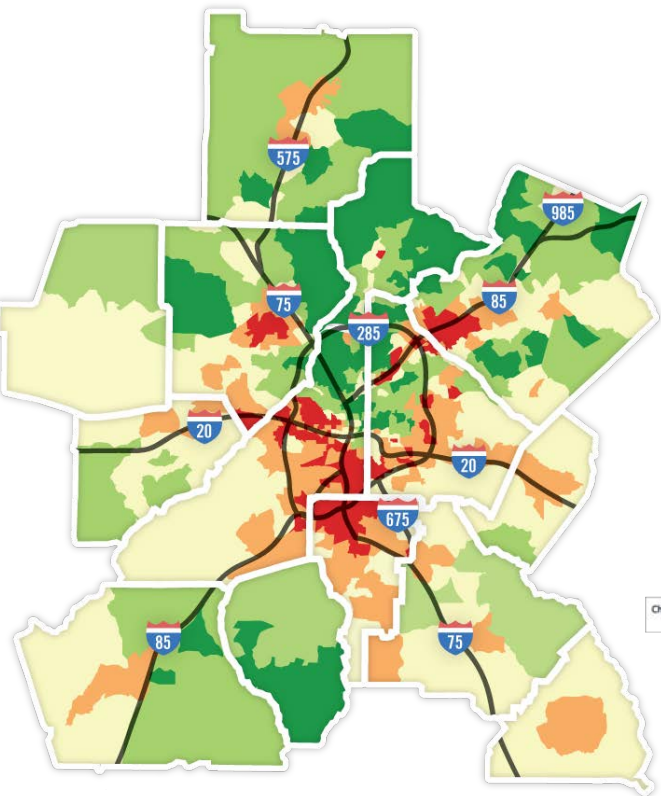
2027

68.9



Very Low      Average      Very High

Child Well-Being Level ■ Very Low (< 35.7) ■ Low (>= 35.7 and < 53.4) ■ Average (>= 53.4 and < 68.4) ■ High (>= 68.4 and < 81.1) ■ Very High (>= 81.1)

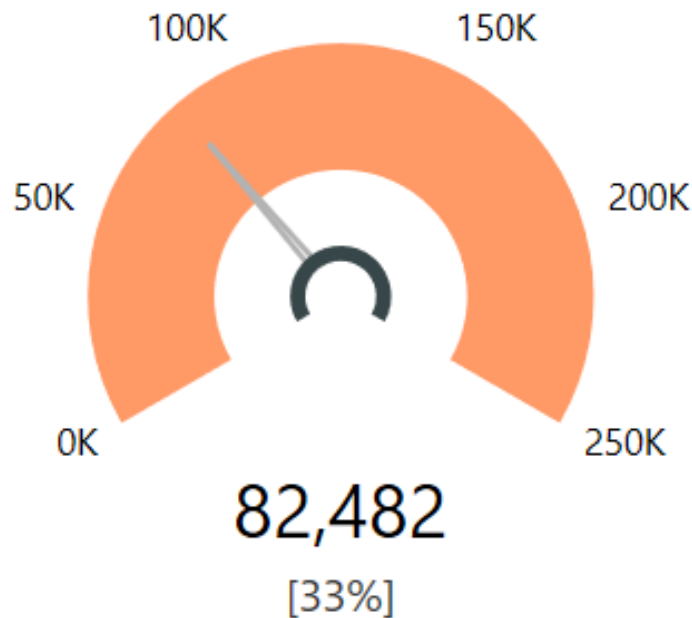




# THE REGION IS MAKING PROGRESS



**Child Well-Being has improved for 82,482 children. Our goal is to change the lives of more than 250,000 children by 2027.**



# Factors Underlying Improvement for 82,000 Children



## 6%

Reduction of more than 6% in the number of zip codes that have Low or Very Low child well-being scores. Family mobility has stayed flat during this period.



## 6.3pt

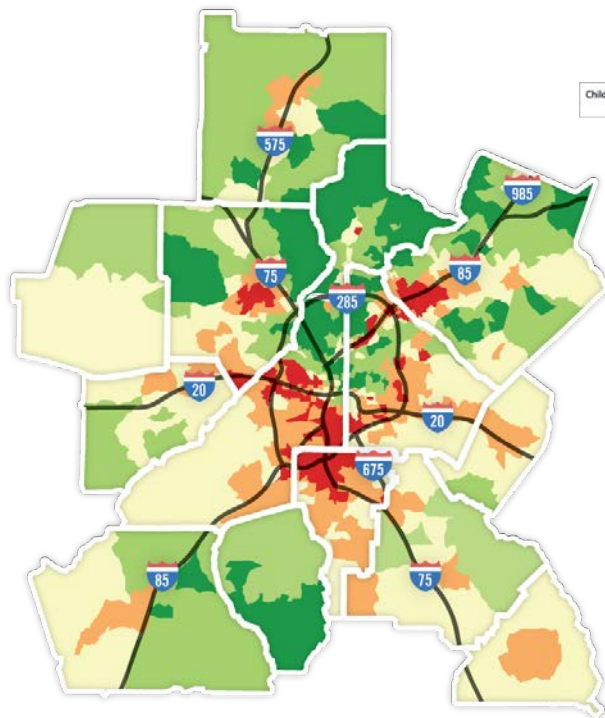
The overall High School Graduation Rate for the region has improved from 74.0 to 80.3

## 72.9

College and Career Readiness in the region has improved over 3 percentage points.

# THE REGION IS MAKING PROGRESS

Key communities have made big gains



## Clayton and DeKalb

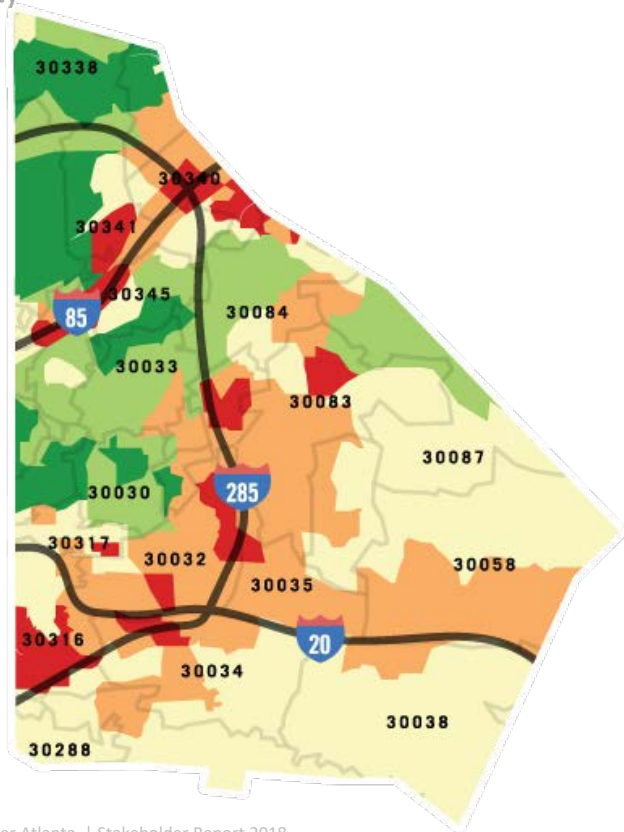
Clayton and DeKalb counties have observed the biggest improvements

	Child Well-Being Index Score 2016	Child Well-Being Index Score 2018
COUNTY		
Butts	53.2	50.4
Cherokee	74.5	72.2
Clayton	36.2	41.5
Cobb	68.2	69.6
Coweta	69.1	69.2
DeKalb	52.0	57.2
Douglas	59.1	61.8
Fayette	82.2	81.1
Fulton	55.9	60
Gwinnett	61.8	64.1
Henry	63.3	63.2
Paulding	67.9	66.2
Rockdale	55.3	57.7



# PROGRESS IN DEKALB COUNTY

DeKalb County



Child Well-Being Score

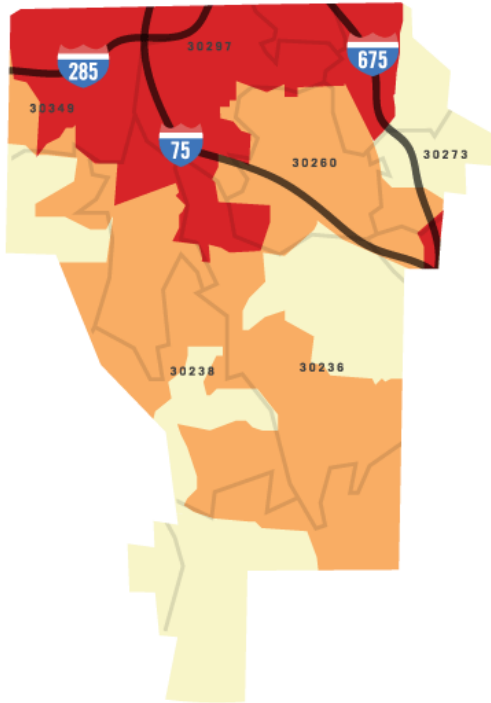
52.0  
2016



57.2  
2018

# PROGRESS IN CLAYTON COUNTY

Clayton County



Child Well-Being Score

36.2  
2016



41.5  
2018

# OUR STRATEGY



## Engagement & Fundraising

United Way engages organizations and individuals from across the community to drive investments of time, talent and funds in child well-being. We engage businesses, individual donors and volunteers, community leaders, foundations and government across our 13-county footprint.

## Data Driven Investing

Data guides the work of United Way in both assessing the critical issues in each zip code and in pinpointing what mix of program investments by area will best improve the regional Child Well-Being Score. Outcome data shows our investors who is better off and how; and shows us what's working and how.

## Convener & Catalyst

No one organization solves complex problems alone. That's why United Way convenes partners across sectors and catalyzes change through partnered, complementary work that addresses critical issues in our community. United Way also invests in building the capabilities of nonprofit partners to ensure all team members can contribute their best work.





# ENGAGEMENT AND FUNDRAISING

# ENGAGEMENT & FUNDRAISING

## Business

### Wells Fargo



**WELLS  
FARGO**

### Corporate Giving

Wells Fargo generously supported the Financial Capability Network with a \$500,000 grant and contributed to ending childhood summer hunger with \$344,000 in support of Silence the Growl.

### Employee Engagement

Wells Fargo team members contributed their leadership talent to United Way with 11 employees serving on United Way Boards and Committees. Additionally, many employees gave at leadership levels and engaged with affinity groups, with 20 employees in the Tocqueville Society, 100 in the Cole Society, 17 in AAP, and 8 in YPL/LINC.

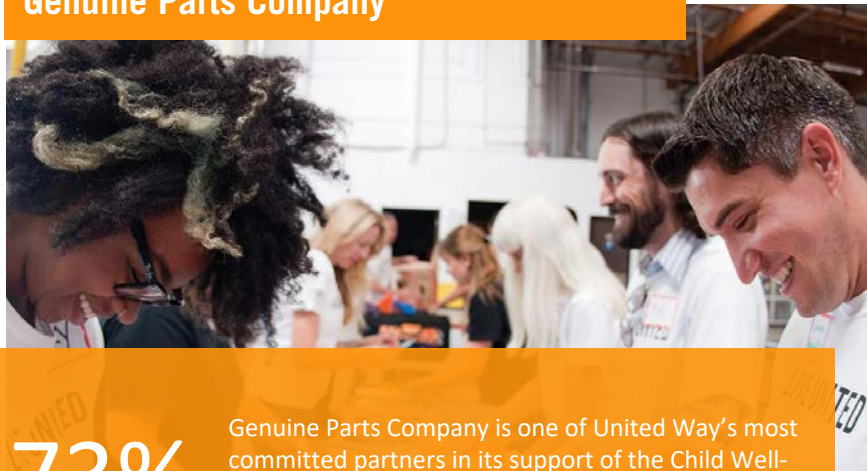
### Volunteerism

In the last year, more than 100 Wells Fargo team members contributed their time and talent as United Way volunteers, investing more than 330 volunteer hours to improve the community and child well-being.

# ENGAGEMENT & FUNDRAISING

## Business

### Genuine Parts Company



73%

Genuine Parts Company is one of United Way's most committed partners in its support of the Child Well-Being Impact Fund, with 73% of all giving supporting the Child Well-Being Movement.



### Corporate Giving

Genuine Parts Company donates more than \$1.5M to the United Way Network. Genuine Parts Company was recognized as a 2018 Child Well-Being Impact Fund Champion, received the 2016 Tocqueville Champion Award and sponsored the Women's Leadership Breakfast and Young Professional Leaders Gala.

### Employee Engagement

Genuine Parts was the leader in establishing a year-round partnership plan with United Way of Greater Atlanta. This strategic engagement plan allows us to heighten employee awareness, strengthen impact in low Child Well-Being communities, and improve the lives of veterans.

### Volunteerism

NAPA and United Way of Greater Atlanta partnered together on the NAPA AutoCare Cares program, to support children and families in communities across the country. This nationwide program continues to expand, raising more than \$20,000 and promoting the work of United Way.

# ENGAGEMENT & FUNDRAISING

Business

## Enterprise Holdings



### Corporate Giving

Enterprise Holdings partnered with United Way of Greater Atlanta to develop a robust engagement plan for their employees with a focus on leadership giving. With a spotlight on their 50% match and being leaders in the communities they live in, Enterprise has more than 200 active leadership donors!

### Employee Engagement

For the past two years, Enterprise Holdings – in partnership with United Way – has created custom communications for employees to deepen education and awareness of the Child Well-Being Agenda. This has resulted in increased engagement and a deeper understanding of United Way's work.

### Volunteerism

Enterprise Holdings engages corporate partners in the community to come together to provide items and recruit more than 175 volunteers to pack lunches for Silence the Growl. In 2018, they packed 25,000 lunches in three hours!



# PHILANTHROPY CLOUD

Business

## Challenge

Gas South wanted to increase employee engagement, reduce attrition, and improve brand perception. They also wanted a tool to track employee philanthropic giving, volunteerism grants, and matching in one place to make reporting and internal communications more seamless.

## Solution

Salesforce.org Philanthropy Cloud promised to satisfy all four of those needs in one platform, enabling Gas South to see what causes employees chose to contribute to and when to match giving.

## Outcomes

- 13% Increase in employee participation
- 11% Increase in employee contributions
- 16% Increase in philanthropic engagement
- 25% Increase in Impact Fund Support



"Philanthropy Cloud allows our company to effectively communicate our own corporate social responsibility strategy and foster collaboration among our employees."

**Carley Stephens, Community Affairs Programming Manager**

# ENGAGEMENT & FUNDRAISING

## Government Grants

### Leveraging Government Grants to End Homelessness

United Way leveraged government dollars by fundraising for matching resources with local foundations to support veterans and their families who don't qualify for traditional programs and don't have financial means to cover their housing expenses and healthcare. Success with ending veteran homelessness has become a blueprint for working with other homeless populations, especially victims of domestic violence.

7

Communities have seen improved housing stability for veteran families.

70%

Reduction in veteran homelessness since 2011.

\$25M

Committed by the City of Atlanta as a match to private funding to further reduce homelessness - prompted by 67% reduction achieved by the Regional Commission on Homelessness over the past decade.

# ENGAGEMENT & FUNDRAISING

Local & National Foundations



The W.K. Kellogg Foundation (WKKF) is a long-standing partner and leader in the Child Well-Being Movement with the shared principle of “putting children first.” With Kellogg’s support, United Way was able to innovate and scale programs that create a connected continuum from early learning centers to elementary schools.



The Starbucks Foundation is a trusted corporate funder in United Way’s youth development portfolio. This partnership allows us to build connections between employers, workforce organizations, community service providers, and academic institutions to serve Opportunity Youth (youth who are not in school or not working) in Greater Atlanta.

# INDIVIDUAL ENGAGEMENT



United Way of Greater Atlanta provides a perfect platform to give, advocate and volunteer through leadership giving societies and affinity groups. Behind all of our work, there are people we count on to help improve the well-being of our children, families and communities.

The different leadership giving societies and affinity groups are one of the main platforms to allow individuals to live out their life of service.



11  
different  
giving groups



14,637

Individuals are members of United Way  
Giving Societies and Affinity Groups



United Way is looking for  
**AWESOME**  
community leaders like YOU!





UNITED WAY OF GREATER ATLANTA

## TOCQUEVILLE SOCIETY

United Way of Greater Atlanta's Tocqueville Society – the largest in the United States – is a committed leadership group, donating \$10,000 or more annually. Members make a measurable and sustainable impact on child well-being in Greater Atlanta through the connected efforts of their philanthropy and influence.

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UNITED WAY OF GREATER ATLANTA

## IVAN ALLEN CIRCLE

Exclusive to United Way of Greater Atlanta, The Ivan Allen Circle is reserved for members of Tocqueville Society who contribute \$25,000 or more annually.





Tocqueville Women United (TWU) seeks to improve their community through advocacy, volunteerism and a financial commitment to United Way.

One of TWU's largest recent accomplishments was to lead the statewide campaign to raise awareness and funds to mobilize voters to adopt Amendment 2 for the Safe Harbor for Sexually Exploited Children's Fund. Through its efforts, the amendment passed with 83% of the vote and provides transformative care and services for child victims of sex trafficking.



Cole Women United (CWU) was established in 1999 by three respected Atlantans: Ann Stallard, Anne Kaiser and Dr. Johnnetta B. Cole. CWU is a large and active group of donors who roll up their sleeves to tackle important quality-of-life issues affecting families in the Greater Atlanta community. There are currently more than 3,000 members who have invested more than \$4.5 million to United Way of Greater Atlanta.



**8000+**

**members**



**\$7.5M**

**to the Child Well-Being Impact  
Fund**



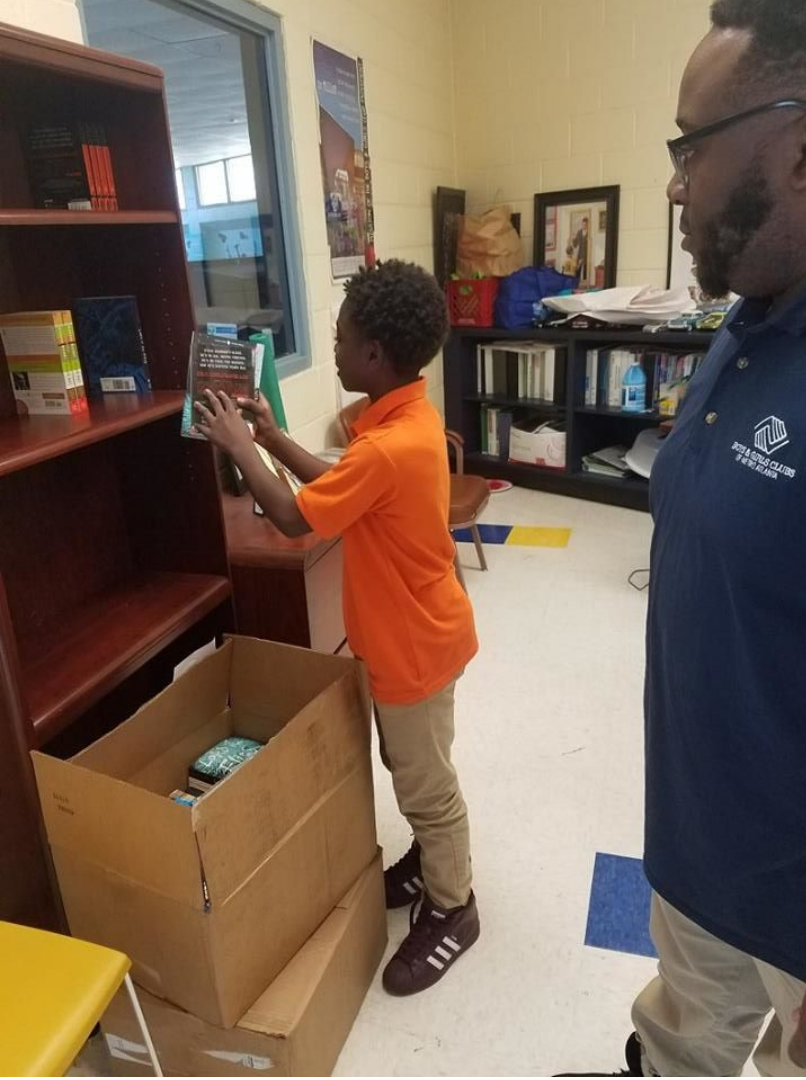
UNITED WAY OF GREATER ATLANTA  
**COLE SOCIETY**

The Cole Society is named in honor of Dr. Johnnetta B. Cole, a community champion and former president of Spelman and Bennett colleges.

The Cole Society includes any donor giving \$1,000 to \$9,999 annually to United Way.

There are currently more than 8,000 Cole Society members who have invested close to \$13 million in Greater Atlanta, leading the way in making a real, measurable impact on issues that matter most. Cole Society members play a critical role in community-focused philanthropy.

[Learn more about the Cole Society.](#)



African-American Partnership (AAP) is a group of donors with a shared affinity for philanthropy, leadership and service.

The mission of AAP is to positively impact the community by increasing the number of African-American leadership donors engaged in United Way of Greater Atlanta's mission. AAP engages members through volunteerism and advocacy, and offers ongoing opportunities for personal and professional development. There are nearly 1,000 members who contribute more than \$2.2 million annually to United Way of Greater Atlanta.

[Learn more about AAP.](#)

# LEADERSHIP GIVING MATCH PROGRAMS



Global Payments sponsors United Way's Alexis de Tocqueville Society Dollar-for-Dollar Match program.

Because of Global Payment's generous support, United Way's Ivan Allen Circle and Alexis de Tocqueville Society is the largest in the nation with more than 1,000 members and growing.



The Coca-Cola Company has been a strong and committed partner to United Way of Greater Atlanta for more than 100 years.

As part of The Coca-Cola Company's commitment to supporting women's empowerment, the company provides a Dollar-for-Dollar Match for Women of Entrepreneurship and economic empowerment.

Through the match program, which is available to everyone, donors effectively double the size and impact of their gift.



Southern Company Gas provides a Dollar-for-Dollar Match for anyone joining AAP. Southern Company Gas has a longtime commitment to ensuring that everyone has the chance to reach his or her potential by supporting the growth and vitality of a diverse community.



United Way of Greater Atlanta Young Professional Leaders (YPL) is a compassionate, committed group of individuals (ages 40 and under) who contribute \$500 or more annually. Members dedicate their time to engaging the next generation of leaders in Greater Atlanta by cultivating and growing the spirit of philanthropy, community advocacy, volunteerism and leadership.

Over the last 3 years, dollars raised by YPL have helped fund several Kids Home Initiative locations in Clayton County. In addition, YPL launched Tech Up, an initiative created to assist students in underprivileged communities with understanding the fundamentals of using a computer, safety protocols and how computers can be used for everyday functions.

[Learn more about YPL.](#)



LINC (Lead. Impact. Network. Change.) is an energized group of individuals, 30 and under, who are passionate about making Greater Atlanta a better place while having fun and meeting awesome people. LINC delivers unique events and experiences for people to elevate their community, connections and social calendar through volunteerism and personal development.

LINC is part of a national network and currently operates in 15 cities. There are over 500 members in LINC Atlanta.

LINC is open to those 30 and younger who donate \$250 or more annually to United Way of Greater Atlanta.

[Learn more about LINC.](#)





Youth United (YU) is exclusive to high school students who have a passion for serving others and who want to develop their leadership skills by giving back to the community.

Whether they're leading health awareness campaigns, conducting food-collection drives or running marathons for a community cause, today's young leaders are stepping up to build a better world through Youth United.

[Learn more about Youth United.](#)



### [Youth United's Pop-Up Grocery @ Miles ES](#)

Over 50 YU student volunteers hosted a “pop-up grocery store” for 100+ families of the school. Each family walked away with a full bag of groceries, stocked with fresh produce. YU also put on a health fair, complete with educational activities on nutrition and exercise.

### [Youth United and LINC's College Workshop](#)

YU and LINC held their 3<sup>rd</sup> annual College Workshop to help create individualized college plans for the 30 attending students. The Workshop assisted these students with the financial aid application process, while also equipping them with the other tools and skills needed to navigate the path to higher education.

# VOLUNTEERISM



## Volunteer Activities Focused on Advancing Our Mission

United Way's volunteer projects – corporate and community – focus on work that advances the mission of improving Child Well-Being. That means projects are aimed to advance 3rd grade reading proficiency, middle school STEM skills, and job readiness, among other things.

To learn more about our current volunteer opportunities, click [here](#)



**490**  
**volunteer**  
**projects**

**16,334**  
**direct service**  
**volunteers**

**45,431**  
**volunteer**  
**hours**

# VOLUNTEER INVOLVEMENT PROGRAM (VIP)



## VIP is...

VIP is a training program that develops leadership skills and provides a direct pipeline to nonprofit boards across Greater Atlanta

## 2500+ VIP Alumni

VIP has trained over 2,500 people for nonprofit board service in its 26 years of operation. 75% of alumni have gone on to serve on nonprofit boards

## 500+ Nonprofit Boards

VIP alumni serve or have served on more than 500 nonprofit boards

## Notable Alumni

Georgia Senator Tonya P. Anderson; Atlanta City Council Member Andre Dickens; Sharmen Gowens, CEO of YWCA of Greater Atlanta; and Danny Shoy Jr., President and CEO, East Lake Foundation

## \$950,000 Raised

Since 2001, when fundraising became part of the training program

## Child Well-Being Champions

VIP alumni are active United Way volunteers, serving as county advisory board members, investment volunteers, mentors and coaches





**WE ARE HERE:  
POWERING A REGIONAL  
MOVEMENT**



# REGIONAL WORK

Powering a Movement

## We Are Here

United Way of Greater Atlanta's vision for the 13-county region is to support a community where every child and family, regardless of zip code or county, can reach their greatest potential.



Engagement &  
Fundraising

Data Driven  
Investing

Convener &  
Catalyst



Dr. Daniel J. Kaufman, President and CEO of Gwinnett Chamber of Commerce, talks about the importance of Child Well-Being to the region. [Link to Video.](#)



# WE ARE HERE: UNITED WAY IN 13 COUNTIES



United Way serves, invests in and raises funds in thirteen counties across Greater Atlanta, and has Advisory Boards in all counties that provide guidance and support to United Way's work in each community.

## Investing

United Way invests in programs across the region that improve the Child Well-Being Score for the region as a whole. Investments are increasingly being targeted to the areas of lowest child well-being. But United Way also set aside funds for each county to invest based on local priorities. These County Pools provide local County Advisory Boards with an opportunity to build momentum around local initiatives and increase board engagement.

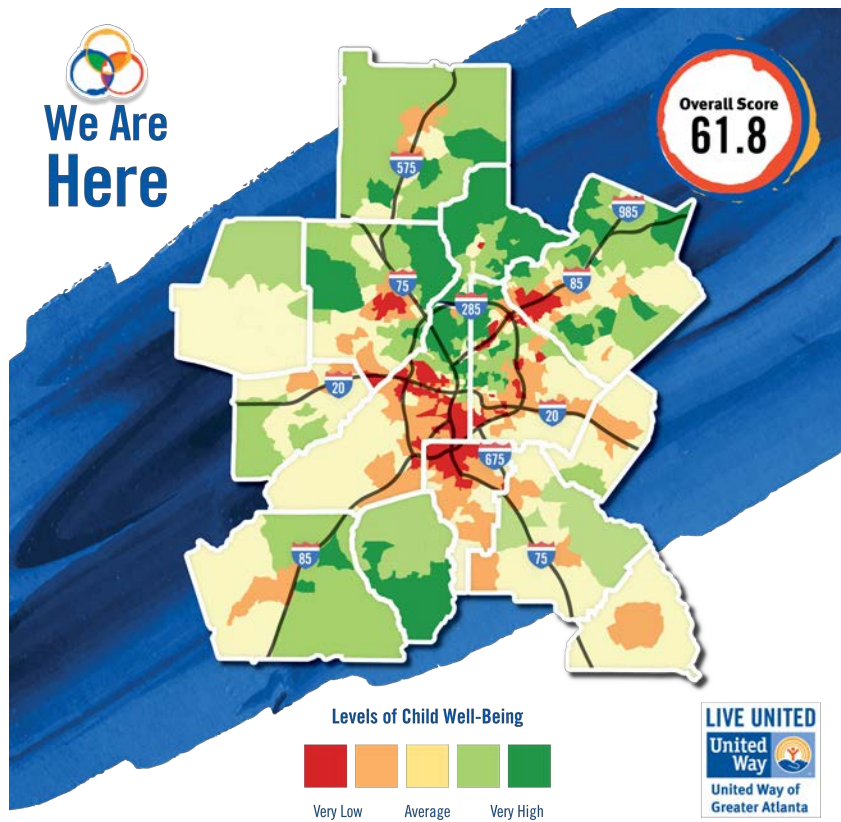
## Partnerships

United Way partners with community leaders, local nonprofits and local governments in every county to ensure that local voices are heard and local resources are coordinated to increase return on investments.

In the following four pages, you will see highlights from each region. Learn more about the work in each county [here](#).



We Are Here



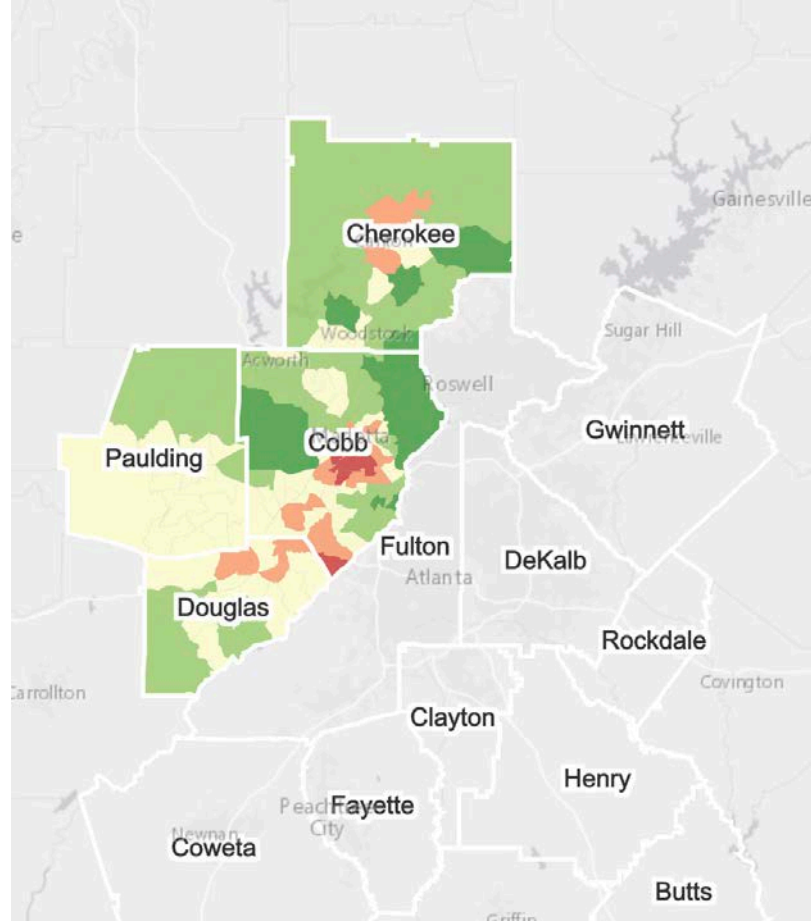
# NORTHWEST REGION



The Northwest Region comprises Cherokee, Cobb, Douglas and Paulding Counties.

## Highlights

- United Way in **Cobb County** awarded its first-ever SPARK Competition grand prize to Rescuing Hope for their project, *No Longer Hidden*. Rescuing Hope is a Marietta-based nonprofit that works to combat sex trafficking. *No Longer Hidden* provides an online curriculum designed to educate middle school students and their families about the dangers of online predators, who lure vulnerable children into trafficking.
- Nearly 20% of residents in **Paulding County** are uninsured, and thus have little ability to afford healthcare. This can mean parents miss days of work and kids miss school and can fall behind. To address this issue, United Way has partnered with CareLink of Northwest Georgia. Together, we have helped 66 families get access to affordable healthcare to keep their lives on track.
- United Way's Kids Home Initiative (KHI) works with kids and their families experiencing housing instability. Through KHI, United Way links families to housing assistance, public school system resources and case management services to keep kids in school. In 2018, KHI in **Douglas County** helped more than 65 families secure stable environments for their kids to stay on track for graduation.



# We Are Here

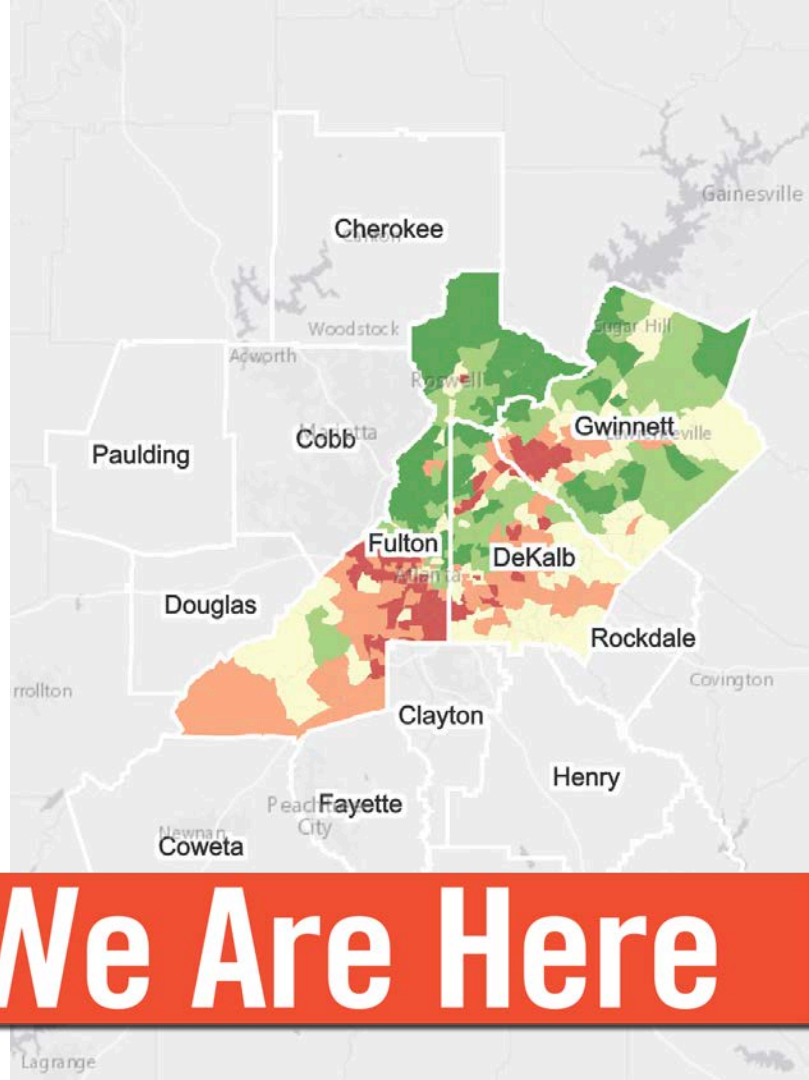
# NORTHEAST REGION



The Northeast Region comprises Fulton, DeKalb and Gwinnett counties.

## Highlights

- The HomeFirst Gwinnett Initiative was launched as a partnership of Gwinnett County Board of Commissioners, The Primerica Foundation and United Way of Greater Atlanta to develop a coordinated and strategic approach for those in our community who are facing a housing crisis. Twenty-four agencies committed to take part in Coordinated Entry System and a 6,000 sq. ft. space was confirmed for Gwinnett's first Assessment Center with a shelter. More than \$1.4 million were committed to HomeFirst Gwinnett in the first six months after launch.
- United Way investments in the North Fulton Mental Health Collaborative provided resources needed to formulate a community response to the emerging behavioral health crisis. In response to the priority established by the North Fulton Advisory Board.
- The South DeKalb Improvement Association (SDIA) was created to serve as a voice for citizens on topics that affect quality of life for residents across the community. Under the leadership of United Way DeKalb Advisory Board member, Carole Crumby, SDIA co-founder, Ella Davis, and retired educators and parents, SDIA is working to improve parent engagement and student achievement at the Ronald E. McNair Discovery Learning Academy.



# We Are Here

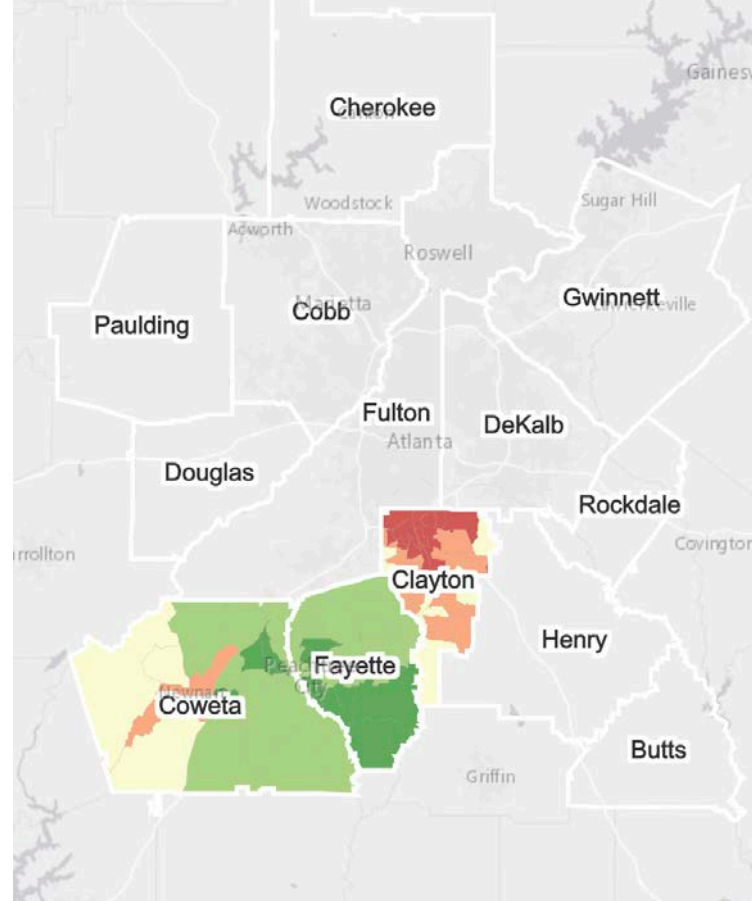
# SOUTHWEST REGION



The Southwest region comprises Clayton, Coweta and Fayette counties.

## Highlights

- Brighter Future: **Clayton** is United Way's first large-scale place-based initiative - a 3-year program designed to test how collective impact can create a brighter future for children living in North Clayton. The success of the pilot has led to plans for rolling out Brighter Future to other parts of the region.
- One of **Fayette County's** top priorities is the issue of safety and security for children. That's why United Way partners with Promise Place – an agency that provides refuge and resources to victims of domestic violence and their children. In 2018, over 2,500 middle school and high school students were served by the Promise Place's child advocacy program and teen dating violence prevention program.
- United Way's work in **Coweta County** to improve child well-being includes Healthy Communities – a partnership with United Way, Kaiser Permanente and Coweta Samaritan Clinic to improve long-term health outcomes by increasing coordination of services in high need areas with vulnerable populations.



# We Are Here

# SOUTHEAST REGION



The Southeast region comprises Rockdale, Henry and Butts counties.

## Highlights

- United Way's Vets Connect initiative in **Henry County** has brought awareness to the needs of veterans, especially those who are homeless or on the verge of becoming homeless. Through local connections and partnerships, veterans are provided a safe place to stay temporarily until permanent housing can be secured. Veterans are connected to local agency partners who provide food, clothing, job placement, financial literacy and help accessing their benefits.
- In **Rockdale County**, United Way partners with the Rockdale Coalition for Children and Families to run HEALTH Safetynet, which provides services to people with breast cancer and chronic or life-threatening diseases. This valuable partnership has provided healthcare resources to over 2,000 uninsured and/or underserved individuals and has reduced ER readmission rates from 9.3% to 7.9%.
- In **Butts County**, United Way has partnered for over ten years with Kaiser Healthy Communities on Butts County Family Connections. Family Connections coordinates efforts to recruit medical providers, provides space to deliver services and houses a pharmacist to provide medications at a nominal fee.



# We Are Here





# **DATA DRIVEN INVESTING**

# FUNDS RAISED BY UNITED WAY



## **DONORS GIVE “THROUGH” UNITED WAY**

Donors designate dollars to be donated to specific nonprofits. Some may support child well-being.



## **DONORS GIVE “TO” UNITED WAY**

Donors direct dollars to United Way to invest in programs and initiatives that have a measurable impact on child well-being

# FUNDS DONATED “TO” UNITED WAY

Dollars donated “to” United Way go to the Child Well-Being Impact Fund which is **100% invested in alignment with Child Well-Being agenda**



## DONOR INVESTS IN SPECIFIC CHILD WELL-BEING PROGRAMS

Donor **specifies select United Way strategies or programs/initiatives** that support specific drivers of Child Well-Being



## DONOR INVESTS IN CHILD WELL-BEING

Donor entrusts United Way to invest via the volunteer-inclusive United Way Investment Process in programs that collectively have the greatest impact on the overall regional Child Well-Being Score



## CHILD WELL-BEING IMPACT FUND

Invested in programs 100% aligned with Child Well-Being Agenda

# INVESTMENT PRIORITIES

For United Way Community Investment Process Investments



## Focused

Focus on areas of low/very low child well-being



## Measurable

Invest in programs proven effective in moving the needle on one or more of the fourteen Child Well-Being Index measures



## Aligned

Address all three key strategies to improve child well-being:

- **Build strong foundations for children** to prevent problems from occurring from the start
- **Create opportunities for success for families** by remediating problems and removing barriers
- **Nurture stable communities** by addressing community-wide issues

# A DEEPER DIVE

On United-Way Directed Investing



## SUSTAINER FUND

- Ensures that critical services are sustained
- Includes traditional United Way investments
- Invests in proven programs operating in “green/yellow” and “orange/red” areas



## ACCELERATOR FUND

- Replicates or scales emerging best practices, for example, Learning Spaces and YouthWorks
- Invests in expanding proven programs to low and very low child-well-being areas



## INNOVATOR FUND

- Pilots/tests innovative solutions and enhancements, for example, Brighter Futures Clayton
- Focuses on piloting new and promising programs in very low child-well-being areas



## COUNTY POOLS

- Invests to supplement basic needs and to support county initiative

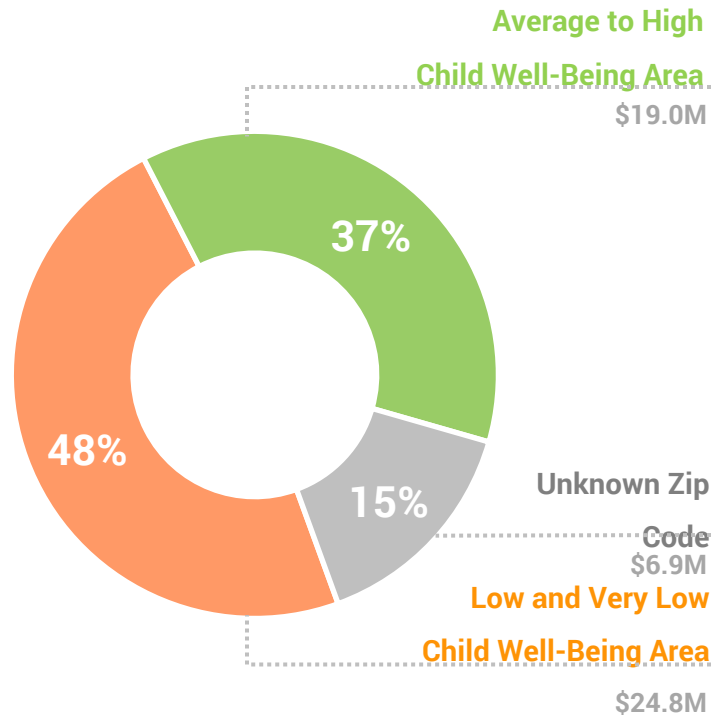


# CHILD WELL-BEING IMPACT FUND INVESTMENTS

2016 to 2018

**\$50.9  
MILLION**

UNITED WAY-DIRECTED FUND for 2016,2017 and 2018



*\*The chart does not include \$862K invested through the 2018 County Pool*

# IMPACT: CHILD MEASURES



14,539

Parents and teachers  
increased skills to support  
young children

8,814

Young children developed  
skills to be ready for school

89,551

Youth improved academic  
performance

2,802

Youth delayed or avoided  
risky behaviors – like  
drinking, smoking or using  
drugs

## SUCCESS STORY: LEARNING SPACES

During the first three years of life, emotionally nourishing relationships lay the foundation for lifelong health and well-being. Unfortunately, most of these vulnerable children are not in formal child care, nor are they connected to systems of support for positive development.

Learning Spaces is a United Way-funded community-based program designed to meet the developmental needs of young children and support the families, friends, or neighbors who care for them.

Since 2016, children and families have been engaged in over 8,000 experiences of meaningful play at Learning Spaces. Learning Spaces also serves as a vehicle for providing early developmental screenings for very young children who would otherwise not be connected to this vital preventive service.

[Link to find more information.](#)

# IMPACT: FAMILY MEASURES

9,259

Individuals better managed or improved their health status or quality of life

80%

Of individuals in income programs completed financial education and/or job training programs

5,993

Individuals ended their homelessness and obtained stable housing

22,546

Individuals received emergency assistance and avoided homelessness

## SUCCESS STORY: CHOOSE HEALTH

In Metro Atlanta, there are more than 1 million Emergency Department (ED) visits by patients per year. A disproportionate number of these patients are uninsured and underinsured adults utilizing the ED for chronic conditions that could have been treated before a trip to the ED became necessary.

CHOOSE Health is a partnership between hospital systems, community clinics, and local nonprofits that trains Community Health Workers to guide chronically ill patients to appropriate healthcare settings. United Way's role is to help bridge the gap between community-based healthcare providers and larger health systems to improve the health of vulnerable patients and prevent avoidable hospital visits.

Since the initiative began in 2012, over 1,500 patients have received assistance through the program. At Grady, this has led to almost a 90% reduction in Emergency Room encounters and readmissions amongst these patients. 86.6% were linked to a medical home.

[Link to find more information.](#)

# IMPACT: COMMUNITY MEASURES

265

Families built social  
networks

245

Individuals  
engaged in  
Community  
Conversations

10

Community  
Conversation sites  
established

54

Residents engaged  
in Community  
Building Institute

## SUCCESS STORY: COMMUNITY BUILDING INSTITUTE

The vibrancy of a community is inseparably tied to the wealth of opportunities available for residents to be involved, informed and engaged.

To support community engagement, United Way created Community Building Institute (CBI), a leadership development opportunity for residents in our communities. Over a series of five workshops, participants build connections with others from their community and learn about leadership, smart goals, community resources and building community relationships. The participants also form small groups to implement community improvement projects that will benefit their community. United Way of Greater Atlanta makes small grants to implement the projects. The residents have access to coaching support and meet local leaders who come in as guest speakers.

Participants become stronger leaders, feel connected to their community and increase their civic engagement and advocacy. Resident leadership is key in making sustainable gains in Child Well-Being.

[Link to find more information.](#)

## 8

# 50K

# 100%

51 | United Way of Greater Atlanta | Stakeholder Report 2018





# CONVENER AND CATALYST

# DRIVING US FORWARD



**450+**

People engaged in opportunities for shared learnings related to Child Well-Being



**720**

Organizations received capacity & skill building support



**72**

Organizations have aligned efforts and developed a plan to expand services



**20**

Collaboratives engaged in building their capacity to promote systems change



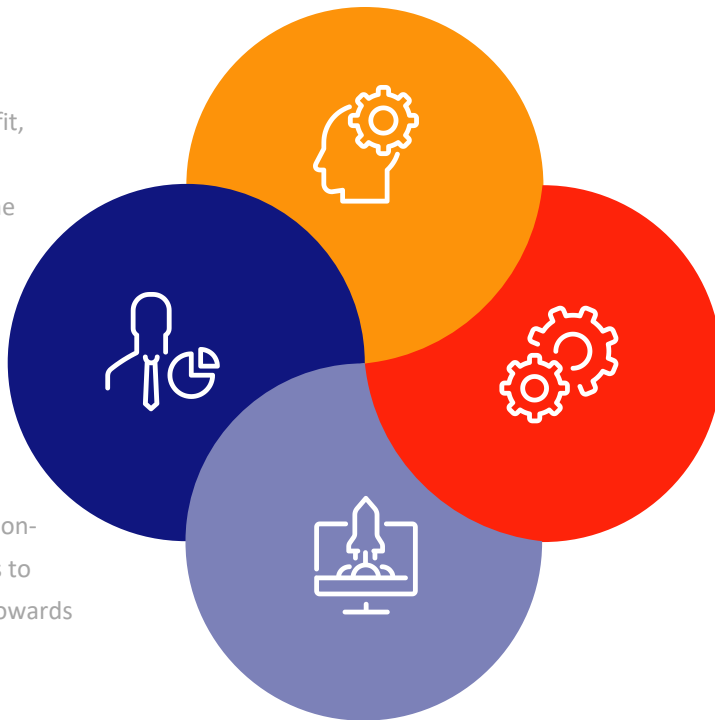
United Way envisions its role as a convener and catalyst as the critical driver for the creation of partnerships that advance the Child Well-Being Movement. We provide facilitation, expertise, training, technical assistance and connections that lead to transformative results. By creating a strong network of cross-sector leaders, we are activating regional leadership towards collective action and leveraging existing resources for children and families. As a catalyst, United Way leverages the wisdom of communities, builds the capacity of local leadership and advocates for public policies.

# BUILDING CAPACITY

By increasing use of data, providing opportunities for shared learning, connecting partners with expertise

## InForum

InForum brings together United Way's non-profit, philanthropic, and public partners. It creates opportunities to grow networks and increase the knowledge of best practices.



## Measurement Roundtables

Training, peer learning and expert feedback for non-profits, school systems and government agencies to improve how we collectively measure progress towards the Child Well-Being goals.

## CoLabs

CoLabs aims to enhance the effectiveness and accelerate the progress of collective impact initiatives working to effect large-scale sustainable social change. It brings the leaders of these initiatives together to learn from one another, generate new solutions, network, and ideate.

## Child Well-Being Scorecard

The Child Well-Being Scorecard uses online collaborative tools to enable partners within a particular community to share data and report on their collective impact, as it aligns to the Child Well-Being Agenda.

# PUBLIC POLICY AND ADVOCACY



Elected and appointed policymakers have an outsized role in promoting Child Well-Being. Their decisions affect everything from access to healthcare, education, the juvenile and criminal justice systems, job opportunities, income supports, and strategies to address emerging issues like trafficking and opioid addiction.

As an IRS 501 (c)(3) public charity, federal law authorizes United Way to devote a limited amount of its resources to lobby in support of issues that are important to child well-being, with the proviso that these are nonpartisan in nature. A standing public policy and advocacy committee annually recommends an agenda of such issues for adoption by the board of directors.

Staff and volunteers work directly with lawmakers and in coalition with other advocacy groups that share our policy priorities. All stakeholders and the public can receive United Way's public policy newsletter and action alerts when their lawmakers can make a difference in the outcome of a pending legislative or budget matter that affects the children, families and communities that United Way serves.

United Way is a trusted voice that is sought out by lawmakers on both sides of the aisle and we are often tapped to serve on important legislative study committees and commissions.

## Strengthening Advocacy to Advance Child Well-Being

With the charge of strengthening the capacity of engaging and activating residents, United Way convened a Task Force of 12 cross-sector leaders. Collaboratively, they provided initial recommendations designed to provide opportunities for residents to act as leaders of change in their community. The next phase of this work is to:

- Scale a multifaceted strategy for social change that relies on the leadership of community residents to bring about change
- Increase resident civic participation
- Support community and youth organizing in order to improve social conditions, outcomes and the quality of life





# APPENDICES



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# BOARD OF DIRECTORS

Executive Committee



**Stephen R. Scherger**  
Board Chair



**Michael T. Petrik**  
Governance Chair



**Patricia Falotico**  
Community Engagement  
Chair



**J. Wade Weeks**  
Finance & Property Chair



**Chris Sizemore**  
Public Policy Chair



**Lourdes "Lou" Grill**  
Marketing Chair



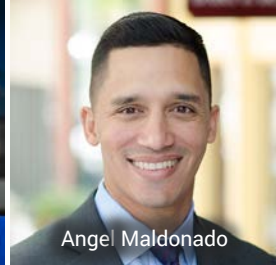
**Matthew R. Grosvenor**  
Audit Chair



Alok Gupta



Amy Corn



Angel Maldonado



Bill Cheeks



Brenda Reid



Calvin Ward



Raphael Bostic

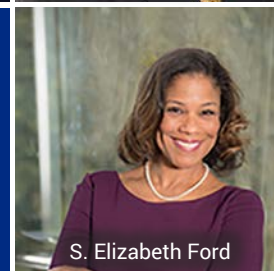


Meghan Magruder

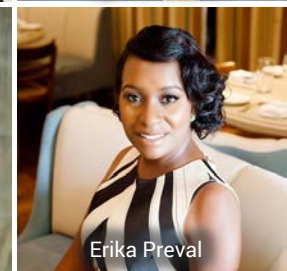


Derek Goshay

# GREATER ATLANTA BOARD



S. Elizabeth Ford



Erika Preval



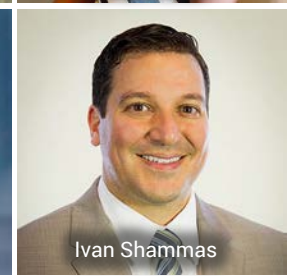
Glenn Mitchell



Hunter Kirkman



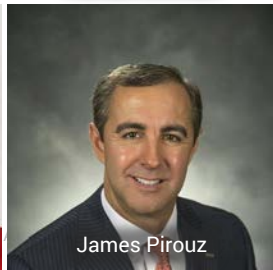
Ira Genberg



Ivan Shammas



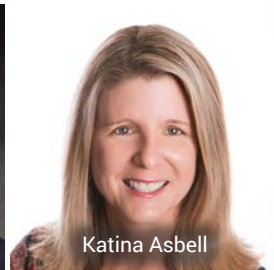
JaNice Van Ness



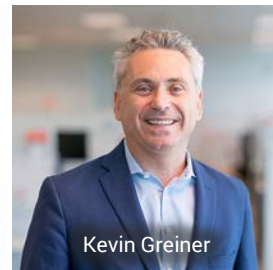
James Pirouz



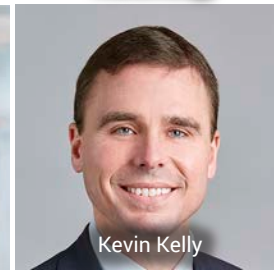
Jonathan Fowler



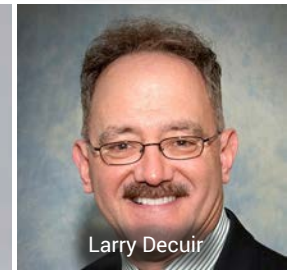
Katina Asbell



Kevin Greiner



Kevin Kelly



Larry Decuir



Mary Benton



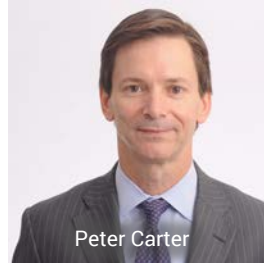
Mary Ellen Garrett



Charlotte King



Ovie Mughelli



Peter Carter



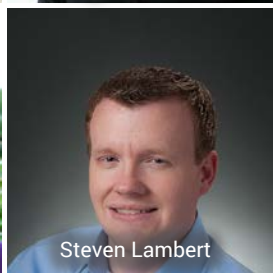
Robert McKeel



Roy J. Estell



Stacey Chavis



Steven Lambert

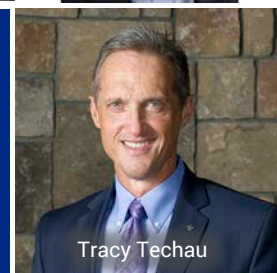


Chris Pack

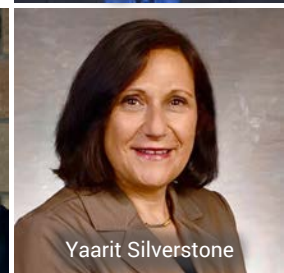


Terry Vacheron

# GREATER ATLANTA BOARD



Tracy Techau



Yaarit Silverstone



Katerina Taylor



# COUNTY ADVISORY BOARDS

## Butts

Arthur White  
Cassandra Eusery  
Chief James Morgan  
Christy Chewning (Chair)  
Denise Barnes  
Elizabeth O'Neal  
Marcie Seleb  
Robert Costley  
Ron Westbury  
Sandra Haisten

## Cherokee

Penny Dempsey  
Erin Honea  
Jennifer Stanley

## Clayton

Kyana Cannon  
Dorothy Cochran  
Crystal Black Mills (Chair)  
Dorothy Herzberg  
Dwight Guy  
Lee Hunter  
Mechelle Brown  
Monique McDowell  
Sterling Johnson  
Teresa Tillman  
Mitch Johnson  
Nan Street  
Tiffanie Robinson

## Cobb

Lauren Addy  
James Carter  
Bill Cheeks  
Barbara Cheeks  
Jabe Driskell  
Joy Dyess  
Scott Fritz  
Monica Gonzalez  
Kublai Hall  
Vanessa Hardiman

Yunice JonesPatrick  
Deborah King  
Kendra King  
Greg McAlvin

Trista McGlamery  
Angela Patterson  
J. Russ Phillips  
Ken Reaves  
Emily RowlandWells  
Ken Sadeckas  
Janet Tharp  
Bill Wallace (Chair)  
Bob Wise

## Coweta

Jamie Brownlow  
Colleen Alrutz  
Joy Shirley  
Matt Morrison

Parker Griner  
Shannon Allen  
Shirley Key

## DeKalb

Bob Ackermann  
Ron Alston  
Brenda Cibulas  
Reginald Cleaver  
Deborah Crawford  
Carol Crumby  
Dr. Sandra Ford  
Jermaine Fraser-Haughton  
Katherine Hilliard  
Elayne Hunter

Marilyn Nue (Chair)  
Dr. Valora Richardson  
John Scott  
Shavone Smith  
Dr. Vasanne Tinsley  
Lyn Turknett  
Shalondra Young

## Douglas

Donna Barr  
Tyler Barr (Chair)  
Angela Carter  
Edwin Jones  
Brandon Knight  
Steven Lambert  
Jacqueline Leathers

Corry Noel  
Frank Smith  
John Stone  
Breezy Straton  
Cathy Swanger

## Fayette

Brandon Sherman (Chair)  
Jason Gandy  
Linda Banks  
Melinda Berry-Dreisbach  
Kim Cox-Owens  
Shirlene Norde  
Nargis Aniston

## North Fulton

Scott Asher (Chair)  
Oko Buckle  
James Drinkard  
Mizanu Kebede  
Marissa Lara  
Terry McKoy  
Mike Page  
J.P. Scott  
Carmen Seda  
Katha Stuart  
Marcisha Adams  
Arthur Brown  
Tracye Bryant  
Henry Carter

Tonya Eaton  
Nicole Hall  
Jairo De Jesus  
Robin Johnson  
Sedalia Long  
Y. Dyan Matthews  
Kevin Parrish  
Stanley Savage  
Maya Taylor  
Calvin Ward  
Patricia Williams (Chair)  
Michelle Willis

## Gwinnett

Marshall Barton  
Chuck Button  
Ronda Colvin Leary  
Jay Dennard  
William Edwards  
Wayne D. Ellison  
David Hale  
Nicole L. Hendrickson  
Mary Hester  
Dan King  
R. Hunter Kirkman  
Pedro Marin  
Pat McDonough (Chair)  
Carol Morris  
Dr. Ashleigh Murriel  
Donald Pinkard

Louise Radloff  
Randy Redner  
Keysha Robinson  
Connie Russell  
Anne Soutter  
Thomas T. Tate  
Belinda Walker  
Tadia Whitner

## Henry

Aaron Castellanos  
Alisa Waxman  
Ashley Potter  
Cathy Martin  
Eric Levine  
Rev. Edward Lee  
Jason Reeves  
Jea Gackowski (Chair)  
Kevin Smith  
Rodney Christopher  
Roy Estell  
Thomas Muthoka  
Terri Sutton

## Paulding

Lenny Carr  
Karniese Daniel (Chair)  
Eddie Fincher  
Jennifer Gavant  
Ashley Henson  
Trina Martin

Dr. Brian Ottott

## Rockdale

Carletta Youngs  
Judge Nancy Bills  
Judge Clarence Cuthpert  
JaNice Van Ness  
J. Middlebrooks  
Lt. Dennis Pass  
Jill Oldham (Chair)  
Josh Carr  
Kevin Doucette  
Michael Hutcheson  
Moses Kabia  
Pamela Dickerson  
Reggie Smith  
Susan Paul Smith



**MILTON J. LITTLE, JR.**  
President & CEO



**TIM PAKENHAM**  
Chief Operating Officer



**ETHA HENRY**  
EVP of Community Engagement



**KEITH BARSUHN**  
Chief Development Officer



**KRISTEN MCCOLLUM**  
Chief Financial Officer



**SARAH HSI**  
Chief Information Officer



**LIZ WARD**  
Chief Marketing Officer



# FULL YEAR RESULTS & OPERATIONS REVIEW

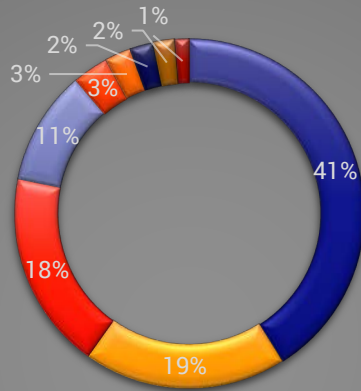
Fiscal year 2018 revenue is down compared to the prior year due to two factors: 1) United Way of Greater Atlanta is selling its building asset at 100 Edgewood Avenue, which had historically been rented to over 40 non-profit tenants. The lost revenue from the vacant building and vacant parking spaces associated with the building is \$3.5M; 2) United Way of Greater Atlanta is the conduit for Toys for Tots, vetting non-profits that will ultimately receive the toys. The number of toys donated during the December 2017 drive decreased and the value per toy decreased resulting in a \$5.5M decrease in in-kind revenue.

	FY17	FY18
Total Revenue*	\$121,577,407	\$114,613,401
Total Expenses*	\$97,900,146	\$85,117,860
Program Expense Percentage	97.1%	86.5%
Fundraising efficiency	6.5%%	7.2%
Total Assets	\$102,472,000	\$110,851,000
Total Liabilities	\$37,159,000	\$43,701,000
Liabilities to Assets Ratio	36.3%	39.4%

\*Includes donor designated dollars.

United Way of Greater Atlanta continues to remain strong financially. With more than 85 cents of every dollar being used for programmatic spending and with a fundraising efficiency ratio of 7.2%, we are among the leaders in the health and human service non-profit space. Private grant and foundation dollars continue to increase year over year with this segment of our revenue becoming a larger percentage in the past.

# REVENUE REVIEW



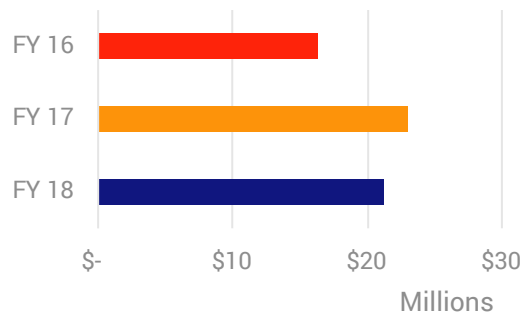
- Employee Giving
- Private Grant and Foundations
- Building Income
- Individuals Outside Workplace
- Special Events
- Corporate Donations
- Gifts in-kind Revenue
- Government Contracts
- Other Income

## Segment performance

	FY16	FY17	FY18
Employee Giving	\$53.2M	\$55.3M	\$47.7M
Corporate Donations	\$20.7M	\$18.9M	\$21.9M
Private Grant and Foundations	\$15.2M	\$16.1M	\$21.4M
Gifts in-kind Revenue	\$14.3M	\$17.5M	\$12.4M
Building Income	\$7.3M	\$7.2M	\$3.9M
Government Contracts	\$3.4M	\$3.4M	\$2.9M
Individuals Outside Workplace	\$1.8M	\$2.0M	\$2.4M
Other Income	\$2.4M	\$1.9M	\$2.3M
Special Events	\$1.7M	\$1.9M	\$1.5M
Total	\$119.9M	\$124.4M	\$116.4M

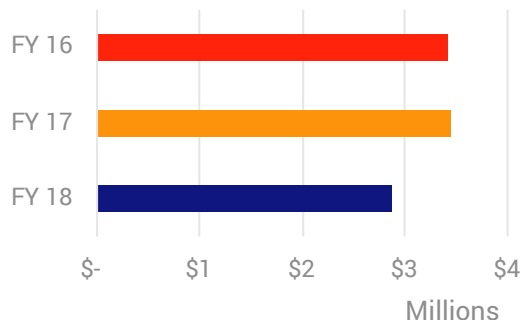
# INVESTMENT REVIEW

## Programs and Initiatives



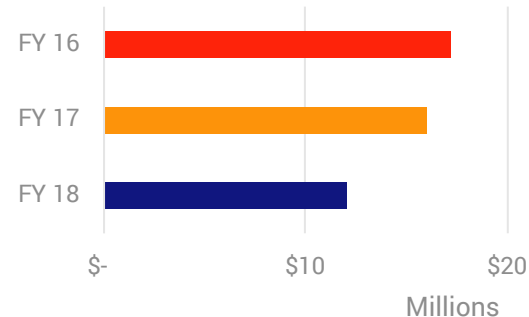
Programs and initiatives include all expenses related to various issues and causes that United Way supports. These include grants for homelessness, education, income, and health. In FY 2018 United Way transitioned to supporting programs and initiatives that support our Child Well-Being effort.

## Government Grants



United Way of Greater Atlanta receives federal funding primarily for homelessness and education related issues.

## Agency Allocations



Through a volunteer-led process United Way awards funding to 140+ programs in the greater Atlanta region. Non-profits fill out an application for their specific programs that need funding and the non-profit is vetted by both United Way staff and volunteers to determine whether funding will be awarded.

# FULL YEAR RESULTS & OPERATIONS REVIEW

## Operating expenses

✓ With 175 full-time staff, United Way's largest operating expense category is salaries, benefits, and taxes. These payroll items represent over 74% of United Way's operating expenses.

✓ Building operations include all expenses related to operating 100 Edgewood Avenue, United Way of Greater Atlanta's 900+ space parking deck, 50+ space surface lot, and the day to day expenses of Loudermilk Conference Center. Building expenses were higher in FY17 because United Way incurred costs to market the building for sale.

✓ Professional fees in FY18 (and other years as well) include over \$1.1M of fees to service providers for our education and homelessness grants. The remaining fees are audit fees, legal fees, and other professional fees. Postage and supplies expense primarily relate to supplies for our grants to our non-profits. Other expenses include rent expense for United Way's space, training and conferences, telephone expense, and equipment maintenance expense. [See complete financial report online.](#)

### Operating Expenses

	FY16	FY17	FY18
Salaries, benefits, and taxes	\$16.5M	\$18.M	\$18.8M
Building operations	\$8.6M	\$13.M	\$10.3M
Professional fees	\$1.6M	\$2.M	\$1.9M
Postage and supplies	\$.7M	\$.8M	\$1.M
Other	\$2.9M	\$3.4M	\$3.8M
Total Operating Expenses, including operating expenses for program grants and initiatives	\$30.3M	\$37.3M	\$35.7M

**United Way of Greater Atlanta**

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Atlanta, GA 30303

[unitedwayatlanta.org](http://unitedwayatlanta.org)