



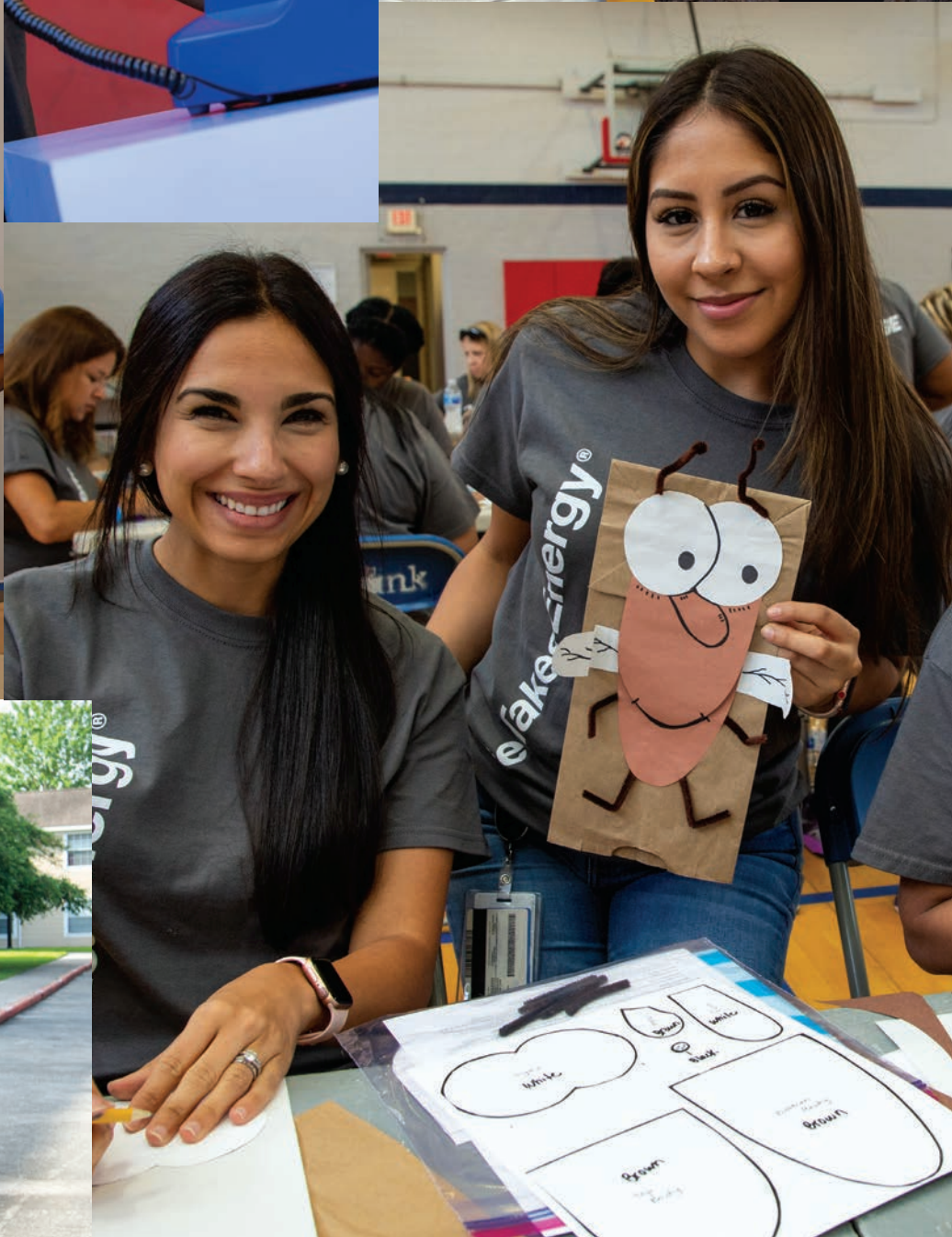
# TOGETHER, WE THRIVE

2019-2020 ANNUAL REPORT



United Way of Greater Houston









# DEAR FRIENDS,

At a time when physical connection is restricted, our interconnectedness has never been more apparent. The COVID-19 outbreak has shown us all how we each contribute to one another's health, well-being, livelihoods, and happiness.

While our interconnectedness is more pronounced than ever, it has always been at the core of United Way's mission and work. United Way of Greater Houston is about engaging caring people to improve lives and build a stronger community. Even more, we are about creating opportunities for vulnerable families and individuals to thrive, which, in turn, helps all of our families, all of our neighborhoods, and all of our businesses thrive.

Our mission and work are made possible because so many wonderful donors, volunteers, partners, and leaders come together with United Way to ensure that children build a strong foundation for the future, that hardworking individuals can achieve self-sufficiency and their dreams, and that those in crisis have the support and resources they need to overcome even the most difficult challenges.

But even as we celebrate the many ways in which we have helped our neighbors improve their lives, we know that 40% of households in our area struggle just to get by. We know that people are working two and three jobs, still unable to break generational cycles of poverty.

We know that young people are growing up without the tools and support they need to succeed.

And we know, maybe more than ever, that lifting up the most vulnerable lifts us all.

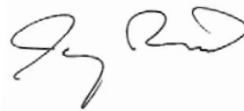
It is with that belief in mind that we carry out our everyday work to help people better their lives, that we help our neighbors get through the COVID-19 pandemic, and that we lay the groundwork to launch our Second Century Vision, the vision that will guide United Way of Greater Houston's second century of service, in 2022.

In the last few months, we have seen our lives, our community, and our world upended. Things have changed in ways we never expected. There have been dark days. But some say that darkness makes it easier to see the light.

Thank you to our friends, our donors, our volunteers, and our partners for shining your light in so many incredible ways.

Because of you, our United Way stands strong and ready to serve anyone seeking a better life. We couldn't be more proud of all we have accomplished together.

We wish you good health and good days ahead,



Jamey Rootes  
Outgoing Chair of the Board



Anna M. Babin  
Outgoing President and CEO



For nearly 100 years, United Way of Greater Houston has brought together diverse partners and approaches to get to the root of complex challenges holding people back.

We are a driving force for good that connects our neighbors to opportunities to thrive. We help our neighbors achieve financial stability, support families and youth with physical and behavioral health and educational services along the way, and provide the safety net that catches the most vulnerable.

And, we manage every gift with care – shepherding your donation to make the greatest impact in the place we call home.

**TOGETHER, WE HELPED 2 MILLION OF OUR NEIGHBORS IMPROVE THEIR LIVES LAST YEAR.**

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### Answering the Call

This year, we created an iconic blue phone, which made its way around our community to let people know that if you need help, United Way is just one phone call away, and if you are able to help, your gift ensures that someone is there to answer every call.

When answered, the blue phone plays first-person stories of people who have been helped by United Way. Learn more at [unitedwayhouston.org/outoftheblue](https://unitedwayhouston.org/outoftheblue).



## WE CREATE

# OPPORTUNITIES FOR PEOPLE TO THRIVE

We know that when you struggle just to make ends meet, it is hard to focus on the future. That is why we invest in helping people succeed wherever they are in their journey.

Sometimes that means providing families with affordable quality child care so parents can work and children can begin building the foundation for future success. Other times it means supporting seniors with meals and interaction so they can remain independent and their families don't have to worry. For some it means safety net programs that help with the basics, like food and housing, while for others it means programs like United Way THRIVE that help them build and travel a pathway to financial stability and long-term success.

United Way of Greater Houston invests in quality services throughout our community, leads special initiatives, like United Way THRIVE and United Way Bright Beginnings, operates the 211 Texas/United Way HELPLINE, awards grants for community projects and needs, provides capacity-building services for nonprofits in our area, and brings people and partners together to address community-wide issues.

### **United Way of Greater Houston creates opportunities for people in our community to thrive by:**

- Creating a pathway to self-sufficiency and success by providing tools, resources, and educational support to help hardworking individuals and families obtain financial stability and quality of life
- Helping young people achieve academic success through quality out-of-school programs, including early childhood education, before and after school programs, and school break programming
- Providing safety net programs that help people take care of their basic and immediate needs, like food, shelter, health care, and transportation
- Operating the 211 Texas/United Way HELPLINE, staffed with specialists accessing our community's largest, most up-to-date database of social services, 24/7/365 to help those in need access hope and help
- Convening and leading long-term recovery efforts when our community faces disaster

Your support makes everything we do possible.

## HERE IS A SNAPSHOT OF HOW WE INVESTED IN OUR COMMUNITY THIS PAST YEAR:



UNITED WAY THRIVE SUPPORTS  
FAMILIES IN THEIR EFFORTS TO

# ACHIEVE FINANCIAL STABILITY

United Way THRIVE gives families the tools, resources, and support to attain what every family wants: good jobs with good wages, safe and affordable housing, financial security, and success for their children.

United Way THRIVE is a collaborative that supports hardworking families in their efforts to achieve financial stability and their dreams.

Launched in 2008 and led by United Way of Greater Houston, United Way THRIVE brings together nonprofit partners, government agencies, employers, community colleges, and other partners that work together to provide comprehensive services to help hardworking, low-income families become self-sufficient and financially stable. THRIVE helps families build stronger financial futures by acquiring skills and education, obtaining better jobs, developing good financial habits, and building savings.

THRIVE has achieved great success thanks to its client-focused and bundled service delivery, collaborative network of partners, and commitment to helping families work toward their own goals and dreams. This unique combination, together with continuous quality and service improvement, sets United Way THRIVE apart in its ability to help families achieve financial stability.

**United Way THRIVE helps families achieve financial stability by focusing on three key goals:**

**INCREASING INCOME** includes job training and education, finding higher paying jobs, and free income tax preparation.

**BUILDING SAVINGS** involves developing better financial habits through financial education and coaching, reducing debt, and starting a savings plan.

**ACQUIRING ASSETS** means saving for a car, a home, higher education, or a business through matched savings programs and access to safe and affordable loans.

## **Innovative employer partnerships**

United Way THRIVE continues to seek innovative partnerships to help close the skill gap, give hardworking families an opportunity to thrive, and position our region for long-term economic competitiveness. Thanks to support from JPMorgan Chase, we partnered with Memorial Hermann to focus on “Opportunity Youth,” those ages 16 – 24 who are not in school or working. By focusing on Opportunity Youth and providing them with skills and education, we help ensure they are fully prepared for future high-growth, high-demand jobs and are put on a pathway towards economic stability. Memorial Hermann, as the hiring employer partner, vetted the training and prepared participants to interview and receive employment offers upon completion of the program.

## **Financial Coaching Network**

Working with a financial coach is one of the keys to THRIVE clients’ success. Coaches and clients work together to create personalized plans based on a client’s financial goals that may include reducing debt, reprioritizing spending, building savings and other assets, and building credit.

To help more families benefit from financial coaching, United Way THRIVE offers in-depth financial coaching training to case managers and coaches at United Way THRIVE partner agencies through the Financial Coaching Network. The Financial Coaching Network provides a layered approach to training, supporting coaches through in-person and virtual trainings, coaching practice, technical assistance, and virtual webinars focused on financial content and topics.

There are currently more than 60 active financial coaches in the Financial Coaching Network serving hundreds of clients, with a significant number of clients acquiring access to financial products, increasing income and savings, and benefiting from other United Way THRIVE services.





## Highlights of United Way THRIVE's 11th year:



**61,130**

families put on the path to financial stability



**35,800**

tax returns completed with more than \$48 million in refunds returned



**14,800**

families benefited from financial education and coaching



**16,200**

families received workforce development services



**1,900**

clients placed or replaced into jobs with an average wage of \$14.58



**10:1**

return on investment



**\$422**

per month average increase in positive monthly disposable income among financial coaching clients



**618**

financial coaching clients reduced their debt by a cumulative \$3 million

In January 2019, United Way THRIVE launched Houston SAVES, a pilot savings campaign in partnership with JPMorgan Chase and EARN (a national nonprofit that houses a financial technology platform that incentivizes savings) that aims to help 350+ Greater Houston Area residents build savings. As families set aside at least \$20 monthly, they are matched \$10 a month for a total of \$60 in rewards over six months. As part of the pilot, 432 people signed up and 252 of those began saving with an average increase in savings of \$712.



# 211 TEXAS/UNITED WAY HELPLINE

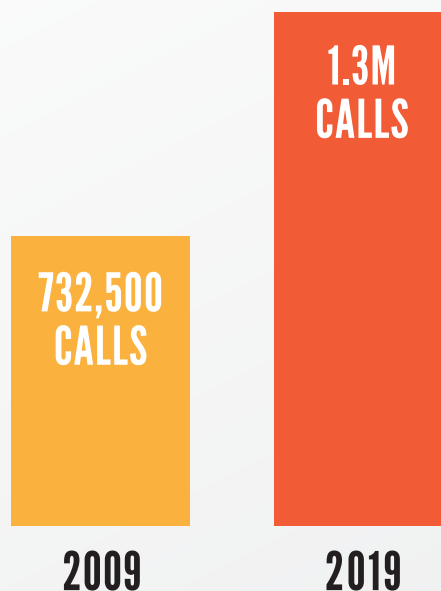
ANSWERS THE CALL 24/7



In 2019, 211 connected 1.3 million of our neighbors with help, hope, and critical services.

A free, confidential helpline operated by United Way of Greater Houston, 24 hours a day, seven days a week, 211 Texas/United Way HELPLINE continued to break records in 2019, connecting 1.3 million people with help.

The 211 Texas/United Way HELPLINE is the largest helpline of its kind in the country and one of our community's most valuable resources. With dedicated United Way THRIVE, seniors, and veterans specialists on staff, 211 Texas/United Way HELPLINE connects families and veterans with resources to meet their unique needs. 211 Texas/United Way HELPLINE is also the information resource before, during and after natural disasters, connecting people in need with up-to-the-minute information and critical services.



The number of people helped by our 211 Texas/United Way HELPLINE has nearly doubled in the past decade and continues to increase each year.

## IN 2019:



**229,553**

people connected  
with food assistance



**226,720**

people connected  
with utility assistance



**216,663**

people connected  
with health care



**165,556**

people connected  
with rent or mortgage  
assistance



**97,337**

people connected  
with housing or  
shelter





## 211: Our community's go-to resource in times of disaster

- As the COVID-19 outbreak spread across communities, the 211 Texas/United Way HELPLINE geared up to connect our neighbors with critical information and resources, answering more than 80,000 calls from individuals seeking assistance in the first two months alone. The governor of Texas named 211 the number to call for COVID-19 related needs, including COVID-19 information and testing, basic needs assistance, and assistance related to furloughs, layoffs, and Stay at Home orders. During COVID-19, our 211 HELPLINE operated remotely for the first time ever.
- 211 Texas/United Way HELPLINE answered 4,758 calls from families and individuals impacted by Tropical Storm Imelda.
- 211 also facilitates STEAR, the State of Texas Emergency Assistance Registry, which provides local officials with critical information about those who may need assistance in case of a mandatory evacuation. Last year, 211 helped 14,580 individuals register for STEAR.
- 211 Texas/United Way HELPLINE received the Innovation Award for the national winning submission in the Cooperative Relationships category for "Quicker Recovery from Disasters through Partnerships" for our work after Hurricane Harvey.

## Serving those who serve through MISSION UNITED

The Greater Houston area is home to more than 300,000 veterans, the second largest veteran population in the United States. Veterans, military personnel, and their families often face challenges accessing services

With United Way's MISSION UNITED, all it takes is one call for veterans, active duty military members, and their families to be connected with a dedicated case coordinator who will guide them from beginning to end, helping them find and access resources to meet their unique needs, including employment assistance, food, housing, health care, financial services, and legal assistance.

United Way of Greater Houston regularly brings together organizations that serve veterans to exchange information, collaborate, and solve issues facing veterans. And, MISSION UNITED awards grants to organizations that provide specific services to veterans.

## Ride United Partnership with Lyft

In 2018, United Way partnered with Lyft to pilot a program that provided free rides to veterans, and to people with specific health care, employment, and disaster relief needs. As part of the pilot, our 211 Texas/United Way HELPLINE was able to connect hundreds of callers in our community with free rides to help them access these much-needed services.

In November 2019, the 211 Texas/United Way HELPLINE was awarded additional funding for Lyft Jobs Access Program, an initiative aimed at helping those who are unemployed and need reliable transportation. For the unemployed, reliable transportation to a job interview or to the first few weeks of work can mean the difference between successful, long-term employment and lost opportunities.

United Way of Greater Houston's 211 Texas/United Way HELPLINE was able to provide more than 550 rides related to employment, medical appointments, and to access public benefits.



**In 2019, 211 connected 22,000 veterans, servicemen and women, and their family members with tailored resources.**

## HELPING

# YOUNG PEOPLE SUCCEED

Last year, we supported mentoring programs for 24,000 young people.



We know that helping young people succeed helps our families, our neighborhoods, and our community thrive.

Through early childhood education, out-of-school enrichment, mentors, and other academic support, we are helping prepare the next generation to lead our families, businesses, and communities.

Our work to help young people succeed is zeroing in on the time many kids are most vulnerable: while they are not in school. Highlights of that work include:

**Summer Learning Initiatives** are collaborative programs designed to curb the learning loss many students experience during the out-of-school months and to ensure their success in the classroom when the new school year starts. Through book clubs, kindergarten prep camps, and STEM activities, we



kept 3,148 students and 2,831 parents engaged in learning last summer.

We also partnered with an innovative program that brought college access information and resources to families by deploying a mobile unit to grocery store parking lots and other high traffic areas, reaching more than 5,000 individuals.

**United Way M.A.T.H.** (Mastering Algebra Together Houston), a partnership with ConocoPhillips, continues to help students build algebra skills outside of the classroom through M.A.T.H. Camp and M.A.T.H. in a Flash.

This past summer, we partnered with Alief and Houston Independent School Districts as well as nonprofit out-of-school partners to bring United Way M.A.T.H. Camps to more than 500 students, helping them sharpen their skills and stemming the learning loss many students experience while out of school.

In partnership with ConocoPhillips and Houston Public Media, we continued United Way M.A.T.H. in a Flash, a series of animated math problems that air during PBS Kids programs and help children solve problems and learn about multiplication, fractions, graphing, angles, and shapes. M.A.T.H. in a Flash segments reached an audience of more than 14 million viewers.

**Out 2 Learn** is a partnership between United Way of Greater Houston, Houston Endowment, the City of

Houston, and the Harris County Department of Education's CASE for Kids, committed to improving the quality of and expanding access to out-of-school programs in our community.

As the backbone of Out 2 Learn, we invested in out-of-school programs in six underserved communities this past year, serving 1,564 children and 660 parents. We trained providers of more than 300 after-school programs in Youth Program Quality Intervention, a tool to help organizations focus on and improve the quality of programs they provide for youth. We convene out-of-school providers quarterly to continue learning and share best practices.

### **United Way Bright Beginnings**

is an innovative early education program supported by ExxonMobil and designed to help children from lower-income and vulnerable families achieve social, emotional, physical, and cognitive milestones and enter school ready to succeed.

This past year, 41 United Way Bright Beginnings Centers provided more than 1,000 children with quality early childhood education.

We introduced eight new United Way Bright Beginnings Centers this year, including five new Family Home Providers. We also welcomed Brazelton Touchpoints Center as the new third-party evaluator for Bright Beginnings.



OTHER GRANTS AND INVESTMENTS HELP US

# MEET SPECIFIC COMMUNITY NEEDS



Another way we invest in our community is through special grants for specific programs, projects, and needs.

Teams of volunteers review all of our grant processes and determine which organizations and community projects receive funding.

## Basic Needs Initiative Grants

As part of our efforts to monitor and address changing community needs, we invite community assistance ministries to apply for grants based on the volume of referrals from the 211 Texas/United Way HELPLINE. In 2019-2020, United Way invested \$735,000 in 18 community assistance ministries to support their work to meet families' basic needs in the areas of rent, utilities, food, medical, and transportation assistance. In addition, 13 of those agencies received an additional \$962,000 to continue serving clients impacted by Hurricane Harvey.

## Community Building Grants

Community-building is a vital part of United Way of Greater Houston's mission. To support this important work, United Way has created a fund that is available to community groups for innovative health and human service projects. Grants from \$1,000 to \$10,000 provide funding for short-term projects or one-time expenses that will have a positive impact in the community. This past year, volunteers reviewed 92 grant proposals and awarded 16 organizations with Community Building Grants totaling nearly \$116,985.

## MISSION UNITED Grants

United Way MISSION UNITED supports our veterans and their families with a coordinated network to help with job readiness; financial education, coaching, and counseling; health care; basic needs assistance, and more. We invest in those services for veterans, military personnel, and their families through specific grants. This past year, volunteers awarded grants totaling \$175,000 to nine organizations serving veterans.

Through a MISSION UNITED grant, Mental Health America is providing counseling and connections to mental health resources to service members, veterans, and their families. A MISSION UNITED grant also helps Mental Health America provide mentors for veterans who are participating in Veterans Treatment Court Programs in Harris and Fort Bend counties.

El Centro de Corazón is a leader in improving the well-being of the communities it serves through the provision of quality health care and the delivery of innovative programs. The organization received a Community Building Grant for the expansion of dental services at its Dunn Health Center, specifically for the purchase of dental equipment to accommodate an increase in pediatric patient volume.

# UNITED WAY CENTERS

## IN THE BAY AREA, FORT BEND, MONTGOMERY, AND WALLER COUNTIES

United Way of Greater Houston operates Centers in neighboring communities to increase the access and availability of health and human services in each of these areas.

United Way Centers house a wide variety of health and human service providers that help with basic needs, counseling, services for children and youth, employment services and other critical needs.

Within our four Centers, community members can access 48 agencies providing 61 programs, plus United Way THRIVE services, information and referral, and meeting space.

### United Way THRIVE at Centers

United Way of Greater Houston's Centers each house United Way THRIVE Centers, community-based one-stop shops providing families and individuals with services designed to promote financial stability.

At each center, clients can access United Way THRIVE services like financial coaching, employment counseling, and help managing debt. On-site computer labs allow clients to access training, work on resumes and job applications, and conduct job searches.



Our Bay Area Center launched an Integrated Client Journey demonstration project that will help test, shape, and inform best practices for the launch of United Way's Second Century Vision.



Fort Bend County Judge KP George joined United Way for an open house at its Fort Bend Center. Fort Bend County residents were invited to tour the Center and learn about the services offered there.

This past year, United Way THRIVE Centers in the Bay Area, Fort Bend, Montgomery, and Waller counties:



821

new clients provided with financial stability services



254

individuals helped to secure new jobs



15

hiring fairs hosted



106

clients assisted in improving their FICO credit scores



153

clients enrolled in vocational training opportunities



3,375

households provided with tax preparation services



\$4.1M

in net tax refunds awarded to families



\$700k

saved in tax preparation fees for families



# UNITED WAY NONPROFIT CONNECTION

HELPS NONPROFITS BETTER SERVE OUR COMMUNITY

United Way of Greater Houston believes that a strong nonprofit sector is essential to a strong community.

## Reinforcing nonprofits' capacity to achieve their mission

United Way Nonprofit Connection continues to be Houston's primary resource for nonprofit management and leadership development. During the past year, 2,500 nonprofit staff members and volunteers took advantage of workshops and computer classes, while Nonprofit Connection staff delivered 43 capacity building engagements.



## Preparing the next generation of nonprofit leaders

The number of new nonprofit executives continues to grow exponentially as seasoned professionals retire or move on to new opportunities. Making the transition into the role of nonprofit CEO can be daunting and there are few resources to ease the transition.

With this in mind, United Way Nonprofit Connection hosted a two-part "Navigating the C-Suite" series designed to help new CEOs build their confidence and become more comfortable in their roles.



## Project Blueprint

United Way Project Blueprint prepares emerging and current leaders in our multicultural community for leadership roles on nonprofit and public sector boards and committees. Project Blueprint participants take part in an extensive curriculum that prepares them to become successful board members. Members of Project Blueprint Class XXXVII graduated in May 2019 poised to step into nonprofit board positions. Today, more than 900 Project Blueprint alumni bring unique expertise to area nonprofits and enable them to reflect the diverse Greater Houston community.



## Stay United Executive Network Pilot

The Stay United Executive Network launched an innovative skill-based volunteer initiative designed to connect more than a dozen nonprofits with seasoned corporate executives eager to use their professional expertise to benefit the nonprofit sector. Stay United members served as pro bono consultants assisting with projects ranging from strategic and business planning to financial analysis and risk management. Consultants reported a new understanding of the complexities of nonprofit management and acknowledged that their business acumen delivered significant value in a nonprofit setting.

## Board Fair

The annual United Way Board Fair connects nonprofit organizations seeking board members with aspiring leaders seeking board service opportunities. More than 300 individuals came out to learn about the work of and explore board service with 34 local nonprofit organizations.

## Power Tools for Nonprofits

2019 marked United Way's inaugural year as presenting sponsor with CenterPoint Energy for the annual Power Tools for Nonprofits Conference. More than 700 nonprofit professionals attended the conference featuring corporate grantmakers, foundation panels, and workshops on nonprofit leadership and management.



## OUR RESPONSE TO THE

# COVID-19 PANDEMIC



In early March 2020, it became clear that the COVID-19 pandemic had reached our area.

Having led long-term recovery for nearly every major disaster our community has faced, United Way of Greater Houston quickly began preparing to serve our neighbors through a new type of crisis.

Even as we canceled events and prepared our staff to work remotely, we were busy working behind the scenes to convene our partners, assess needs, determine the social services sector's capacity to serve, and stand up our response effort.

### **Greater Houston COVID-19 Recovery Fund**

On March 25, United Way of Greater Houston and the Greater Houston Community Foundation established the Greater Houston COVID-19 Recovery Fund.

This fund is a collaboration to help meet the most critical needs of our neighbors related to the COVID-19 outbreak and the sudden, severe financial hardships many in our community are facing. The joint fund is providing urgently needed necessities such as food, health care, shelter, and utility assistance to vulnerable individuals and families, and will continue to respond to emerging needs over time.

The Greater Houston COVID-19 Recovery Fund is chaired by Jamey Rootes, board member, United Way of Greater Houston and president of the Houston Texans, and by Tony Chase, board member, Greater Houston Community Foundation and chairman and CEO of ChaseSource, LP.

The fund is overseen by a volunteer Task Force, which provides oversight and approval of the grant-making strategy and grant recommendations made by the Grants Committee. The Task Force makes investments in services provided by trusted nonprofit partners that have proven experience and systems in place in serving the community during times of disaster. Our goal is to work with trusted partners to leverage our collective resources and make the greatest impact we can for those in urgent need.

As of the printing of this report, contributions to the Greater Houston COVID-19 Recovery Fund have topped \$15 million and \$10.5 million in grants has been deployed to trusted nonprofit partners providing critical services to our neighbors.

We thank each and every organization and individual who has contributed to the fund. You can read more about the fund and grants made from the fund at [greaterhoustonrecovery.org](http://greaterhoustonrecovery.org).

### **211 Texas/United Way HELPLINE**

In times of disaster and every day, the 211 Texas/United Way HELPLINE is our community's go-to resource. Our 211 Texas/United Way HELPLINE has been answering the call from our neighbors in need of information about COVID-19 and basic needs assistance.

Between March 1 and May 20, 2020, 211 answered 81,000 calls from individuals seeking assistance as it became known as the number to call for COVID-19 information and to get information on testing sites. As the impact of COVID-19 unfolds, 211 continues to connect our neighbors with basic needs assistance, such as food, rent and utility assistance, and health care resources that many families need as the economic impact of Stay at Home orders and widespread layoffs and furloughs develop.

**"We have received donations of all sizes from individuals and companies and we thank everyone who has answered this urgent call for help in our community. The swiftness and severity of this crisis means we must act with urgency to ensure the most vulnerable affected by COVID-19 have access to the basics they need to sustain themselves and their families through this difficult time."**

- Anna M. Babin



# MEET ALICE

ALICE stands for Asset Limited, Income Constrained, Employed, and represents those who are working but are unable to afford the basic necessities of housing, food, child care, health care, and transportation.



ALICE is your child care worker, the cashier at your supermarket, the salesperson at your big box store, a home health aide, an office clerk.

The ALICE Report for Texas, a county-by-county look at what it actually takes to make ends meet and how many families are really struggling to get by, paints a broader picture of financial security than traditional federal poverty level guidelines and gives United Way and others critical data to help inform investments and strategy.

The ALICE Report underscores the importance of United Way THRIVE and United Way of Greater Houston's other work to help families meet their immediate needs and establish and travel a path to a more successful future. Data from the ALICE Report was key in United Way understanding how many people in our community struggle to get by and to United Way's Second Century Vision, the vision that will guide our second century of service.

## SOME OF THE CHALLENGES ALICE FACES

The two highest costs for a family are housing and child care. When making financial choices to fit within their budget, ALICE families have to sacrifice safety and proximity to good schools to secure affordable housing. ALICE families also must prioritize affordability when it comes to child care, often resulting in children who are not prepared to start school and additional strain on the family.

ALICE households have few means to change the educational trajectory that places low-income students in poorer quality schools and increases their risk for not graduating high school or attending college.

Having enough food is a basic challenge for ALICE households. Chronic food insecurity leads to less healthy eating and increased stress, both of which contribute to poor health.

ALICE families face circumstances that make it difficult for them to achieve and maintain good health. When health issues go untreated, they become more serious and more costly, and lead to other poor outcomes.

COVID-19 and the recent economic crisis have increased the number of households that are ALICE and made life even tougher for those who are already ALICE.

## BY THE NUMBERS:

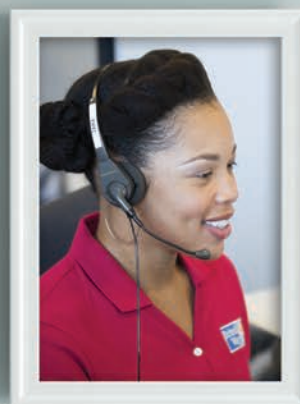
**40%**

of Greater Houston area households are ALICE or living below the poverty level and struggle to meet basic needs.

**\$24K vs \$61K**

The Federal Poverty Level for a family of four is \$24,300, while in Harris County, that family needs \$61,404 just to survive.

Put yourself in the shoes of a typical ALICE family at [www.unitedwayhouston.org/alice/toughchoices](http://www.unitedwayhouston.org/alice/toughchoices).



# SECOND CENTURY VISION:

## A VISION OF TRANSFORMATIONAL CHANGE FOR UNITED WAY OF GREATER HOUSTON

United Way's new strategic direction, Second Century Vision, strengthens our focus on serving and being the champion for our area's most vulnerable families and individuals: ALICE (Asset Limited, Income Constrained, Employed) and those who fall below the poverty level.

The ALICE Report for Texas shows that 40% of households in our community – or 826,000 families – struggle to make ends meet. These families work, sometimes two or three jobs, but cannot get ahead.

Second Century Vision calls on United Way to be laser-focused on serving the ALICE and poverty level populations and on creating and coordinating a network of service providers committed to providing opportunities for those who are ALICE and in poverty to attain a sustainable quality of living for themselves and their families.



## In the next century, United Way of Greater Houston will:

**Focus service and resources on the ALICE population or below**, who desire a sustainable quality of life and a pathway to self-sufficiency.

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**Create pathways to financial stability** by providing tools, resources, and education support for the client through an integrated journey provided by multiple, coordinated agency partners, and with someone providing encouragement along the way.

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**Direct resources to existing and new agency partners**, willing to target and align their efforts and work collaboratively, to increase their capacity to serve ALICE on their journey.

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**Track clients' journeys** to ensure their success and to share impact with donors.

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## Along the pathway to financial stability, these efforts are supported by:

**Early childhood and youth development** with quality and cost-effective out-of-school programs, parent engagement, and educational opportunities that go beyond traditional school settings and help young people build critical foundations that break cycles and contribute to future success while ensuring parents can seek and keep gainful employment.

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**Affordable health care services** that address physical, specialty, and mental health as well as addiction treatment, helping ensure basic good health, which can otherwise be a barrier to getting clients on the pathway to success.

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## We will remain steadfast in our work to:

**Provide safety net programs** that help people take care of their basic and immediate needs, like food, shelter, clothing, escape from violence, and other critical needs. These services address needs that, when not met, prevent people from being able to think about the future.

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**Operate the 211 Texas/United Way HELPLINE**, staffed with specialists accessing one of the largest, most up-to-date databases of social services, 24/7/365, providing hope and help to every caller.

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**Convene and lead long-term recovery** efforts when our community faces disaster.

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## Getting to the vision takes time and thoughtful preparation

Much planning and work has been done to prepare for the 2022 launch of our Second Century Vision. A lot of time and thoughtfulness was put into determining alignment criteria and communicating with partners. Each of United Way's current agency partners has conducted self-assessments, and United Way staff also conducted assessments of all agencies. Upskill training for agency partners and some initial pilot testing has also been developed.

The next 18 months will be spent on building out the implementation plan, making appropriate adjustments to our operations, and collaborating with our partners so we are all prepared to have the greatest impact in our community as we embark on our Second Century Vision in 2022.



"Our entire community is affected by the challenges of income and education inequality and, once those challenges improve, our entire community will benefit."

- Bob Harvey, President and CEO,  
Greater Houston Partnership



# VOLUNTEERS

## ARE AT THE HEART OF OUR WORK

We are so thankful for the volunteers who give their time and talent to help us carry out our mission, lift up our neighbors, and make our community a better place for us all to live and work.

This past year, 12,000 volunteers contributed 56,000 hours to United Way of Greater Houston. The time they have given is valued at \$1.4 million—but to us it is priceless!

### Day of Caring

Thousands of volunteers gave their time and talent to better our community through United Way Day of Caring projects this year. They planted gardens, painted walls, and hosted meals and activities for clients, tackling projects that make a difference for the people we serve at more than 360 events.

### Service to Go Projects

This year, we launched Service to Go, a menu of meaningful volunteer projects our corporate partners are able to complete at their own office or facilities. More than 1,300 Service to Go volunteers representing 22 companies made 750 literacy kits for elementary school students, nearly 600 kitchen essential kits for families that relocated due to disaster, and created greeting cards for homebound seniors.



### Back to School Bash

To make sure our United Way Bright Beginnings and Out 2 Learn students were ready to start school, our Leadership Donors donated pencils, folders, and other needed supplies for 550 students.

### Project Undercover

Houston Texans linebacker Whitney Mercilus co-hosted Project Undercover this year, helping engage 30 companies plus donors from throughout the community to collect and donate 40,000 pairs of socks and underwear to help 4,000 students start the year focused on their classes, not the necessities.





### Operation Impact

United Way donors and their families gathered in May to deliver disaster meal kits to homebound seniors around the Greater Houston area. Together, volunteers ensured that more than 150 seniors were better prepared for hurricane season.

### Read Across America Day

United Way volunteers celebrated Read Across America Day in March by reading with classes in four elementary schools! The 105 volunteers who participated inspired 1,100 students to find joy in reading and continue to work hard in school.



### Women's Initiative Volunteer Projects

Women's Initiative members generously donated books to support students in United Way Bright Beginnings and Out 2 Learn. In early December, members gathered at the United Way Center to wrap 1,800 books, which were given to students as holiday gifts.



In April, Women's Initiative members collected basic needs and bath items to fill gift baskets for the mothers of United Way Bright Beginnings students. They put together nearly 250 gift baskets, which Bright Beginnings students gave to their moms for Mother's Day.



### United Way LINC Book Nooks

For the third year, LINC members created Book Nooks to benefit our local schools and agencies. Book Nooks are reading benches that give students a fun, comfortable place to read and give them access to literature—each Book Nook comes with a box of donated books! This year, more than 100 LINC members came together to create 34 Book Nooks, bringing the total number of Book Nooks in the community to more than 100!

### Women Who Rock



More than 650 Women (and men!) Who Rock came together for this annual lunch that celebrates the power of women and raises money for the Young Mother's Child Care Scholarship, which provides child care scholarships to young moms so they can pursue post-secondary education. This year's event netted \$119,000, which will provide scholarships to deserving young women.

### Stay United Executive Network

Stay United connects current and future retirees with service and educational projects, friends and networks, and opportunities to use their skills for the greater good. Stay United members participated in a special project this year, serving as volunteer consultants who were paired with 13 nonprofit organizations to lend expertise and help organizations operate well, expand their potential, and achieve their missions.



# THE CAMPAIGN

THAT FUELS OUR WORK



Under the leadership of Campaign Chair Dan Gilbane, contributions to the 2019-2020 Community Campaign are projected to reach \$67.5 million!

As part of the Community Campaign, more than 9,700 leadership donors contributed \$32.5 million to fuel United Way's work. The Women's Initiative contributed \$5.4 million, while United Way Young Leaders contributed \$3.3 million. Impact Circle members contributed \$3.4 million; Leadership Circle members contributed \$2 million; and Chairman's Club members contributed \$7.6 million this year.

It is with sincere gratitude that we salute the corporations, individuals, foundations, partners, and other donors who made this year a memorable one.

## Million Dollar Corporate Donor Circle

This year, 14 companies contributed one million dollars or more to the annual campaign. ExxonMobil topped the list with \$13.6 million, followed by

ConocoPhillips with \$3.8 million and Phillips 66 with \$2.4 million. Rounding out the million dollar circle: CenterPoint Energy (\$1.9 million); Enbridge (\$1.5 million); H-E-B (\$1.4 million); Shell Oil Company (\$1.3 million); Schlumberger (\$1.2 million); Service Corporation International (\$1.2 million); TechnipFMC (\$1.2 million); Memorial Hermann Health System (\$1.2 million); Williams (\$1 million); BHP (\$1 million); and NOV (\$1 million).

## Campaign Vice Chairs

Dorothy M. Ables	Margaret M. Mattix
Claudia Aguirre	David M. McClanahan
Decie Autin	Paul E. McEntire
Murry Bowden	Scott J. McLean
Pierce Bush	Cassandra M. McZeal
Clarence P. Cazalot	Jack B. Moore
Thao Costis	Meg O'Neill
Mitchell Crocker	Ron Oran
Pam T. Darwin	Sara Ortwein
Neil Duffin	Jim Postl
Caroline Fant	Jean-Francois Poupeau
Jay Fairley	Scott M. Prochazka
Melanie Gray	Steven W. Roll
John T. Grep	Becky Rush
Martyn E. Goossen	Jamey Rootes
Jonathan C. Homeyer	Tom Ryan
Lauren Ivers	Brenda Schroeder
Sue B. Kean	Steve Stephens
Lynne Liberato	Bobby Tudor
Bruce Macklin	Marc Watts

## The Alexis de Tocqueville Society

Led by Becky Rush, Marty Goossen, and Decie Autin, the Alexis de Tocqueville Society contributed more than \$17 million this year, with 713 members. ExxonMobil had the most Alexis de Tocqueville Society members with 165 donating more than \$2.8 million, which includes gifts of more than \$1.1 million from ExxonMobil retirees.

## Alexis de Tocqueville Society Major Donors

Major Donors (\$25,000-plus) are a powerful force for good in our community. This year, we salute the 146 Major Donors who impact our United Way and our community in a major way, collectively giving more than \$10.3 million. We also thank the 27 donors who used the Challenge Match to be recognized as Major Donors, bringing the group's total membership to 173 donors collectively giving \$11 million.



## Thirty-Eight Families Contributed \$100,000 or More

Inspired by the generosity of Rich and Nancy Kinder, United Way launched the Luminary donor group this year. The Kinders are the inaugural donors in this prestigious group comprising those who give \$1 million or more to the Community Campaign. Our Luminaries, Visionaries (\$200,000-plus) and Benefactors (\$100,000-plus) are extraordinary leaders whose generosity ensures United Way has a strong foundation for the future. This incredible group has grown to 38 families contributing more than \$6.3 million. We proudly recognize and thank our Luminaries, Visionaries, and Benefactors:

### Luminaries

Rich and Nancy Kinder

### Visionaries

Murry and Polly Bowden	Wendy and Jeff Hines
Charles Butt	Janice Suber McNair
Janet and John Carrig	Susan and Faye Sarofim
Pat and Steve Chazen	Bonnie and David Weekley
John B. Hess	

### Benefactors

Joan and Stanford Alexander	Sandy and Kent Ketchum
Shirley and Skip Allen	Rochelle and Max Levit
Chris Brown	Kate and Bruce March
Mo and Ric Campo	Becky and David M. McClanahan
Ann and Clarence Cazalot	Kathrine G. McGovern
Jane M. Cizik	Anna and Scott McLean
Nancy and Charles Davidson	Debbie and Jack B. Moore
Anne and Charles W. Duncan, Jr.	John L. Nau, III
The Elkins Foundation	Amy and Tom Ryan
Lynn and John Elsenhans	Jeri and Marc Shapiro
Patti and Richard Everett	Stephanie and Brad Tucker
Jana and Richard Fant	Phoebe and Bobby Tudor
Debra and Dan Friedkin	Raye G. White
Gail and Greg Garland	Cyvia Wolff

## Women's Initiative

The United Way Women's Initiative, led by Brenda Schroeder, retired Contracting and Procurement manager for Shell, and Jay Fairley, director, Human Resources, for Enbridge, raised \$5.4 million in 2019-2020, with 777 members. Throughout the year, members had unique opportunities to network, learn, and serve, including hosting a book drive and wrapping event, hearing about human rights at the Holocaust Museum Houston, and being coached by speakers on professional development.



## Young Leaders

Nearly 1,900 United Way Young Leaders, led by Lauren Ivers, partner of Global Employer Services at Deloitte, and Mitchell Crocker, senior technical analyst, CenterPoint Energy, contributed more than \$3.3 million to support United Way's work during 2019-2020. This year, in addition to networking and opportunities to hear and learn from business and community leaders, Young Leaders volunteered at the Houston Food Bank and hosted a Young Leaders corner at the annual Community Kickoff.



## Law Initiative

Under the leadership of Co-Chairs Sue Kean, senior vice president, general counsel, and corporate secretary, Rubicon Oilfield International, and Ron Oran, partner, Foley Gardere, the United Way Law Initiative contributed more than \$1.5 million this year. Adopting the theme "Lawyers Changing Lives," they continued to expand their reach to the Greater Houston legal community by offering creative educational and volunteer opportunities for members.



We thank the 14 Loaned Executives who helped share the United Way message and support the Community Campaign this year. Thank you to ExxonMobil, BHP, Asia Chemical, and Hanover Company for lending employees, and to Shell Oil Company for sponsoring a Loaned Executive.



Thank you to our 2019-2020 Campaign Chair Dan Gilbane.



## VOLUNTEER OF THE YEAR

# MARC WATTS



Marc Watts, president of The Friedkin Group, was named 2019 Volunteer of the Year by United Way of Greater Houston.

The prestigious Robert W. Kneebone Volunteer of the Year Award is the highest honor given by United Way of Greater Houston to a volunteer for extraordinary leadership and community service.

Marc Watts has given his time and expertise to United Way of Greater Houston in so many ways for so many years. His thoughtful counsel has been invaluable during some of United Way's most transformational moments.

Marc was a steady hand during the merger negotiations with Montgomery County United Way, leading the United Way of Greater Houston team and working hand-in-hand with volunteers on the Montgomery County side to create one strong, regional United Way.

When Marc chaired the Community Campaign in 2014-2015, his deeply rooted commitment and community spirit inspired so many others to get involved with United Way and to give. Under Marc's leadership, the campaign contributions topped \$82 million, the second highest campaign in United Way's history.

Marc was chair of the board when Hurricane Harvey hit and worked tirelessly to make sure United Way was well-positioned to help our neighbors recover. Marc provided critical guidance, support, and leadership through such an uncertain time. When we shifted from Harvey fundraising to the Community Campaign, Marc was instrumental in securing the first-ever million-dollar gift to the campaign.

Every year, Marc's company, The Friedkin Group, hosts a special Learning Day for elementary school students. The Friedkin Group volunteers host fun activities for the students, the kids get

to hop onto the Astros Literacy Bus, Clutch makes a special appearance to talk about bullying, and the kids get to visit the Gulf States Toyota training center, where they get to touch and feel all kinds of different automotive parts and even get to see how motors work. It is a really special day for these kids and that is because Marc and his team make sure of it.

Marc is known for his quick wit and his sense of humor, which can easily take the tension out of any room. At the same time, he is strategic and thoughtful, able to look at a situation from all sides and determine the right course of action. Marc can juggle seemingly anything. He is able to shift gears on a dime and find creative solutions to the toughest issues.

Marc Watts is the kind of volunteer organizations dream of and we at United Way are fortunate to count him among ours.

Thank you, Marc, for all you do.



# THANK YOU, CARING CHAMPIONS

In addition to championing their own company campaigns, Caring Champions sponsor campaign activities throughout the year.



## We thank our media partners for their generous support:

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United Way of Greater Houston

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Jamey Rootes  
*Houston Texans*

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*President and CEO*

Anna M. Babin  
*Outgoing President and CEO (as of April 30, 2020)*  
*Senior Advisor (as of May 1, 2020)*

Mike Stewart  
*Executive Vice President & Chief Operating Officer*

Wendy Johnson  
*Chief Administrative & Human Resources Officer*

Delphia Ridley  
*Chief Development Officer*

Lynne Cook  
*Vice President & Chief Brand Officer*

Margaret Oser  
*Vice President, Mission & Strategy*

Mary Vazquez  
*Vice President, Community Outreach*

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Brookshire, TX 77423  
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For a complete 2019-2020 financial summary, visit [unitedwayhouston.org](http://unitedwayhouston.org).