

2023 MARCINE REPORT

Dear Friends,

I hope this finds you well as we begin a new year of good work together. I find taking stock of what we accomplished in the last year to be the best kind of fuel for what comes next. I'm very proud of our community here at United Way, including our growing network of donors, and the inspiring work of our incredible grantees.

Looking back on the impact we highlight in this report, which is only a sampling, you'll see that we continue to support people in crisis while creating shared prosperity in communities across Greater Los Angeles. We know big change takes time, but we do not believe we have to surrender our obligation to the people who need our support today.

Since the pandemic, we've seen our students suffering. This has been especially true for our community college students, who face financial hurdles that get in the way of their academic success. To offer support, we are developing new programs and supporting existing programs and policies that will help them realize their dream of a college education.

Additionally, we are responding to the crisis of homelessness, one of the most pressing issues facing our communities. Though it is easy to feel discouraged, there is a lot of amazing progress happening. We are working diligently on helping people get off the streets so they can enjoy safe and healthy lives. Whether it's improving the dignity and quality of our shelters or ending homelessness among older adults, we believe we can make a difference in this moment and make lasting changes for the future.

We are looking at ways to produce housing that is beautifully designed, cheaper to produce, and built on a quicker timeline through the Affordable Housing Initiative. And we are scaling that program through LACAHSA, the housing solutions agency we helped create. It has the potential to create an impactful supply of affordable housing and prevent homelessness across our region.

We are laying the groundwork for change on an unprecedented scale in housing, while establishing the long-term resources that build individual and community assets and ownership. This is how we move more families and communities from struggling and surviving to thriving. Our engagements with the community of Pico-Union demonstrate a new model for developing wellbeing and economic vitality by first focusing on a community's assets instead of its deficits.

I hope as you read through this report, you'll get inspired by the work we're doing and want to be an even greater part of creating L.A.'s future together.

Elise Buik President and CEO, United Way of Greater Los Angeles



GROWING PROSPERITY

With community prosperity as our north star, we sparked innovation in how philanthropy, industry, nonprofits, and local residents worked together to build a better future for Los Angeles.

Asset Mapping

Communities are the experts on their own strengths and challenges. Asset mapping empowers local residents to define their assets and prioritize their needs so that solutions can be cocreated with funders and nonprofits.



JAMES

CASE STUDY

Pico-Union

UWGLA partnered with residents in Pico-Union to Asset Map their community. Nearly 60 members of the community and representatives of our partners, including the **Central American Resource Center** (CARECEN), Central City Neighborhood Partners (CCNP), Equitas Charter School, Homies Unidos, Instituto de Educacion Popular del Sur de California (IDEPSCA), LIFT Los Angeles, Pico-Union Neighborhood Council, Pico-Union Project, Pico-Union Public Library, Red Shield Salvation Army, and 10th street Elementary, joined us in a positive dialogue that allowed us all to learn critical information about Pico-Union. We also spoke on how to build shared prosperity in the neighborhood by focusing on mutual aid, shared space, and community beautification projects. We then had the opportunity to review the results of a community survey about the issues that impact the Pico-Union residents the most, such as collective talents and skills, buying power, and economic potential.

Nearly 500 community members responded to the survey, according to which the three top opportunities that Pico-Union residents would be more interested in developing are community beautification and safety, food security, and community gardens and farms.

"We can create together to make sure that we have shared prosperity in our community so that not just one of us gets ahead but that we all get ahead together."

Norma Rodriguez, Director of Community Prosperity & Ownership at United Way of Greater Los Angeles





AHI: Twice the Speed, Half the Cost

Our Affordable Housing Initiative (AHI) brings private funders together with minority-led housing developers to share their expertise and resources. Together, we are working to streamline financing, shorten construction timelines, and offer safe, stable homes to lowincome L.A. County residents in their communities of choice.

Q&A

How does AHI work? We sat down with two AHI partners one funder and one housing developer - to explain what it's like.

Usbank

Little Tokyo Service Center

What is AHI?

U.S. Bank: The Affordable Housing Initiative is a collaborative effort to support the people who create housing for Los Angeles residents, and find solutions that scale.

LTSC: It has allowed us to access quick and flexible capital to effectively pilot new models of 100% affordable housing, such as shared housing.



<\$300,000 PER UNIT CONSTRUCTION COST

How would you describe the benefits of AHI?

LTSC: AHI has allowed us the speed and flexibility to experiment with affordable housing models that are urgently needed but aren't easily built with traditional financing. Despite high rates of houselessness among community college students and the growing need for intergenerational housing in low-income immigrant communities like Chinatown, the existing affordable housing models don't easily meet these needs.



Why is U.S. Bank making affordable housing a priority?

U.S. Bank: We believe that all people have a right to the possibilities that come with living in an affordable, safe, and vibrant community. Therefore, we aim to increase access to affordable housing for low-to-moderate income communities and expand access to capital for developers who build it.

What makes AHI different?

U.S. Bank: AHI is different in several ways. It features both scalable and cost-competitive financing solutions for BIPOC-led affordable housing projects. These projects not only create new affordable beds, but also include supportive services for tenants in the hope they can move beyond affordable housing. Additionally, there is collaboration with third parties to provide credit enhancement, resulting in better financing terms that ultimately lower the cost of housing projects.

Can you tell us a little bit about the LTSC project that is being funded through AHI?

LTSC: Cleveland Apartments is a 53-unit, 100% affordable shared housing development located in the heart of Chinatown. We hope to house low-income seniors and residents at risk of displacement, as well as provide permanent supportive housing for youth at risk of homelessness. Construction began this fall, with anticipated completion in 2025.

"WE BELIEVE THAT ALL PEOPLE HAVE A RIGHT TO THE POSSIBILITIES THAT COME WITH LIVING IN AN AFFORDABLE, SAFE, AND VIBRANT COMMUNITY."

U.S. Bank





What do you hope the impact of AHI will be?

LTSC: We hope the long-term success of these projects will make the case for further investment and adoption of new and diverse models of affordable and supportive housing.

U.S. Bank: And that it models how community partners and financing institutions can come together to build affordable housing in pioneering new ways that can be replicated nationwide.

CREATING LONG LASTING CHANGE

We can do more together, especially by making change on a systemic level. That's why we help develop and advocate for big ideas and proven solutions.

Cutting Red Tape

Affordable housing has to overcome myriad obstacles before it can even break ground. SB4 makes it easier for religious institutions and nonprofit colleges to build affordable housing on their own land.

We helped pass SB4 by mobilizing our supporters and partners. We even flew up to Sacramento with two dozen advocates to testify at one of the bill's most critical hearings.



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Housing Solutions

The L.A. County Affordable Housing Solutions Agency was created to make housing more affordable and prevent homelessness.

We helped conceive of this countywide agency and, over many years, got policymakers to create and launch it. We are currently mobilizing public support to fund LACAHSA, which has the potential to do more for everyone in L.A. County.





Mobilizing Support

We created Everyone In after recognizing that thousands of Angelenos wanted to help solve homelessness but didn't know where to start.

We grew an enormous community of more than 195,000 people who helped unlock \$6 billion in funding for homelessness. We continue to host workshops, convene monthly town halls, and educate the broader public about solutions to homelessness.

Community College Success

Graduating from community college is one of the best ways to build earning power and generational wealth. To increase graduation and transfer rates for BIPOC students of all ages, we launched the Community College Success Initiative. This program will provide financial and social support to remove common barriers like housing, childcare, and transportation.





EVENT HIGHLIGHT

Way2Success

Thanks to funders **EY**, **KPMG**, and **PwC**, we partnered with **LA City College** and **LA Trade Tech** to host 2023's Way2Success event where students learned how to get the help they need to succeed in community college and beyond.

RESPONDING TO CRISIS

We combined our expertise, our resources, and our compassion to immediately help our neighbors set foot on a path out of crisis.

Shelter Improvement

For our unhoused neighbors, the first step to healing and housing is often a shelter. Having a safe, welcoming place to sleep and connect to supportive services can set individuals and families on a path to long-term health and housing. We partnered with the **Conrad N. Hilton Foundation** to create the Shelter Improvement Fund (SIF), which supports service providers as they create high-quality, nurturing, and effective spaces.

CASE STUDY

LGBT Center

Thanks to SIF funding, the **LGBT Center of Los Angeles** is creating safe, trauma-informed housing and case management spaces for LGBTQ+ youth who experience homelessness at disproportionately high rates.

\$5.9M INVESTED

4,600 SHELTER BEDS IMPROVED

Life-Saving Senior Services

Seniors fall into homelessness at a rate higher than any other group in Los Angeles. And for those who lose their homes, their lives are shortened by an average of 20 years. We're bridging the gaps between services to reverse these trends and give our elders the best chance at life-sustaining healthcare and housing.

CASE STUDY

Patient Navigation

UniHealth and UWGLA partnered to build a robust network of hospitals working with **Union Station Homeless Services** to connect older adults in the San Gabriel Valley to a Patient Navigation Program and housing services.

110

Older Adults Receiving Case Management + Series Referrals

80%

Connected to a Primary Care Provider, reducing emergency hospital visits







"I was rescued from the streets with supportive housing,"

Wallace Richardson, who became homeless at 57

BUILDING AND ENGAGING COMMUNITY

We couldn't do this work without our community of supporters. You are our funders, our thought partners, our volunteers, and our neighbors. Together, we've designed innovative programs that support families in crisis, we've advocated for policies that reflect our values, we've volunteered with incredible organizations, we've run/walked/wheeled at WalkUnitedLA, and so much more.

Every dollar, every minute, every step counts.

Thanks for each and every one of them.

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2023 IMPACT REPORT

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