UNLEASHING THE POTENTIAL OF GREATER CHICAGO... NEIGHBORHOOD BY NEIGHBORHOOD.

LIVE UNITED

United Way of Metro Chicago
25% of African-American Chicagoans are unemployed

54% of Illinois public school students are eligible for free or reduced cost lunch

19% of Chicago students drop out of high school

1 in 7 Cook County residents will experience food insecurity this year

1 in 5 eligible children in Chicago are not in early education settings

91% of Dupage County human service agencies are cutting number of clients served (800,000+ since 2016)

2 in 5 South-Southwest suburban children ages 0–12 are living in poverty

1 in 5 Highwood, IL residents have no healthcare coverage or medical home

37% of Evanston and Skokie residents ages 16+ are unemployed because they are not in the civic labor force

54% of Illinois 4th grade students are not proficiently reading at grade level

12,000 eligible children in Chicago are not in early education settings

65% of Illinois 4th grade students are not proficiently reading at grade level

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19% of Chicago students drop out of high school

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1 in 5 eligible children in Chicago are not in early education settings
UNITED, WE CAN RE-WRITE THE HEADLINES

Health stats are horrifying across Chicago’s poorest neighborhoods

Chicago area leads U.S. in population loss, sees drop for 2nd year in a row

MOST DANGEROUS CITY: CHICAGO TOPS 400 HOMICIDES, LEADING NATION

Education Funding Unresolved as Illinois House Returns for Vote

In suburbs, heroin and opioid epidemic moving 'faster than we can deal with it'
ABOUT UNITED WAY OF METRO CHICAGO

Part of the largest **NON-PROFIT NETWORK** in the world

**DEDICATED ADVOCATE** for the health and human services sector

**80+ YEARS OF EXPERIENCE** in the local Chicago-area region

-$40M+$ **INVESTED** in the region annually

4,600 volunteers giving back

6 counties served

170 best-in-class non-profit partners

PROVEN STRATEGIES to build stronger neighborhoods
WHY UNITED WAY?

1. We solve issues using an integrated approach.
2. We know the people, politics and players of each community and how to best coordinate them.
3. We have a collaborative and transparent process for accountability and results.
4. We have the scale to drive maximum impact.
5. We promote community engagement and philanthropy.
ABOUT UNITED WAY WORLDWIDE

Founded in 1887 in Denver, Colorado

40+ countries and territories

50 MILLION lives impacted every year

1,800 communities

2.9 MILLION volunteers

10.3 MILLION individual donors

$4.7 BILLION raised worldwide
ABOUT UNITED WAY WORLDWIDE

1,800 Local Community-Based United Ways Worldwide

2.9 Million Volunteers Engaged

40+ Countries & Territories

$4.7 Billion (USD) Raised Worldwide

10.3 Million Individual Donors
UNITED WAY DRIVES IMPACT AND CHANGE AT SCALE*

<table>
<thead>
<tr>
<th><strong>134,000</strong></th>
<th><strong>9 MILLION</strong></th>
<th><strong>$279 MILLION</strong></th>
<th><strong>577,000</strong></th>
<th><strong>211,000</strong></th>
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<tbody>
<tr>
<td>HOUSEHOLDS WITH IMPROVED ECONOMIC STABILITY</td>
<td>GREATER CHICAGO RESIDENTS HELPED</td>
<td>INVESTED IN COMMUNITIES ACROSS THE REGION</td>
<td>PEOPLE CONNECTED TO A PHYSICIAN</td>
<td>PEOPLE SECURED HEALTH INSURANCE</td>
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<th><strong>5 MILLION</strong></th>
<th><strong>63,000</strong></th>
<th><strong>778,000</strong></th>
<th><strong>10</strong></th>
<th><strong>60,000</strong></th>
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<tbody>
<tr>
<td>PEOPLE IN CRISIS SUPPORTED WITH FOOD, SHELTER AND SAFETY</td>
<td>CHILDREN BETTER PREPARED/READY FOR KINDERGARTEN</td>
<td>PEOPLE PROVIDED WITH EMERGENCY ASSISTANCE TO STAY IN THEIR HOMES</td>
<td>NEIGHBORHOOD NETWORK COALITIONS ESTABLISHED</td>
<td>MIDDLE SCHOOL STUDENTS ON TRACK TO GRADUATE</td>
</tr>
</tbody>
</table>

*Results achieved over a 5-year time period, 2011–2016*
UNITED WAY FIGHTS FOR THE HEALTH, EDUCATION, FINANCIAL STABILITY AND SAFETY OF EVERY PERSON IN EVERY NEIGHBORHOOD ACROSS THE CHICAGO REGION.
United Way’s ultimate objective is regional impact across greater Chicago neighborhoods.

United Way works for that impact at the neighborhood level, with **multiplicative effects on entire neighborhood populations**.

United Way approaches the objective by wrapping **effective services around the households we serve**.
A SHIFT IN STRATEGY

United Way supports neighborhoods by connecting households—not just individuals—with services that change neighborhood outcomes.

CLASSIC INDIVIDUAL DELIVERY MODEL

FOCUSBING ON HOUSEHOLDS

UNITED WAY NEIGHBORHOOD APPROACH
THE UNITED WAY APPROACH

United Way of Metro Chicago identifies, develops, funds and convenes agencies and coalitions that create lasting impact in neighborhoods across the region.

PREVENTION + INTERVENTION

HEALTH: Help connect people to preventive health services so more people lead healthier lives.

EDUCATION: Ensure middle school students enter high school on track to graduate so more youth succeed in life.

FINANCIAL STABILITY: Offer employment training and financial literacy education so more households are economically stable.

SAFETY: Provide food, shelter and safety from violence to approximately 1M people each year so more people are safe and secure.

STRONGER NEIGHBORHOODS

Improved cohesion and stability
More opportunities for families
Healthier regional economy
CREATING OPPORTUNITIES FOR FAMILIES

WORKFORCE DEVELOPMENT
FINANCIAL LITERACY
TAX ASSISTANCE

LEGAL ASSISTANCE
EMERGENCY HOUSING
FOOD PANTRIES
DOMESTIC VIOLENCE ASSISTANCE

EARLY LEARNING AND AFTER SCHOOL PROGRAMS

HEALTHCARE ACCESS AND HEALTH EDUCATION
STRONG NEIGHBORHOODS FOR A STRONGER CHICAGO REGION

- Basic Needs support across our six-county region (Cook, DuPage, Will, Kane, Lake and McHenry counties)
- Education, financial stability and health support or funding in 60 partner communities
- United Way Neighborhood Networks in 10 communities
WHAT MAKES A STRONG NEIGHBORHOOD?

- Safe streets
- Good schools
- After school programs
- Employment opportunities
- Healthy food options
- Access to health care
- Parks and green space
- Neighbors who care
United Way of Metro Chicago works in 10 communities across the Chicago region (6 city and 4 suburban) to set bold goals that solve community-identified problems and improve the quality of life in their neighborhoods.
BUILDING CONNECTIONS WITHIN COMMUNITIES TO SOLVE COMPLEX PROBLEMS

Neighborhood Network
LEAD COMMUNITY PARTNER

GOVERNMENT SERVICES
HEALTHCARE PROVIDERS
COMMUNITY GROUPS
BUSINESSES
LAW ENFORCEMENT
FOUNDATIONS
FAITH-BASED ORGANIZATIONS
SCHOOLS
AGENCIES

BRIGHTON PARK
- Cook County Violence Prevention Services
- Saint Anthony Hospital
- Mesirow Financial
- Chicago Community Trust
- Chicago Public Schools (i.e. Kelley High School)
- Brighton Park Neighborhood Council

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LIVEUNITEDchicago.org
## Building Connections Between Communities to Become Better Problem-Solvers

### Brighton Park + Cicero

**Parent Mentors**

Launched in Brighton Park, this program places parents in the classroom to support teachers and students. The initiative has seen increased results in attendance and test results. It is now being rolled out in Cicero.

### Brighton Park + Blue Island/Robbins

**In-school Food Pantries**

In these neighborhoods, 70%+ of the students qualify for free or reduced breakfast and lunch. Brighton Park piloted in-school food pantries as an efficient way to support food insecure families, providing the nutrition students need to succeed in school and at home. Blue Island/Robbins is now adopting the program.

### Bronzeville + South Chicago

**Trauma-Informed Care**

In many Chicago neighborhoods there are persistent and exceptionally high rates of violence resulting in chronic mental health issues amongst residents. Bronzeville has adopted an innovative counseling approach, utilizing trained faith and community leaders to staff a helpline. This successful model is informing South Chicago’s approach to addressing trauma.

### Austin + Bronzeville

**Workforce Development**

In some Chicago neighborhoods living wage jobs are out of reach. With unemployment rates as high as 25%, work force development is critical to lifting families out of poverty. In partnership with the Chicago Federation of Labor (CFL) United Way successfully launched Access United—a program that gives job-seekers a roadmap to union apprenticeships—in Austin. The program has now been then rolled out in Bronzeville.
JOIN THE FIGHT.
GIVE. ADVOCATE. VOLUNTEER.

LIVE UNITED®
APPENDIX I

Issue Area Overviews and Case Studies
WE FIGHT FOR EDUCATION

CHALLENGE
Low-income students start school academically behind their peers and stay there, limiting options in adulthood

STRATEGY
Focus on two critical transitions—starting kindergarten and beginning high school

OUTCOME
Students meet academic and emotional milestones preparing them for college and career success

OUR RESULTS

13,529 infants and toddlers (ages 0–5) and their families were served through vital early care and education programs like Home Visiting and Pre-School between July 2016 and June 2017.
WE FIGHT FOR EDUCATION

CHALLENGE
Low-income students start school academically behind their peers and stay there, limiting options in adulthood

STRATEGY
Focus on two critical transitions—starting kindergarten and beginning high school

OUTCOME
Students meet academic and emotional milestones preparing them for college and career success

OUR RESULTS
85%
of youth participating in middle school programs between July 2016 and June 2017 met social and emotional learning standards and are better prepared for high school
STAY IN SCHOOL INITIATIVE

25,000 students served since 2011

99% of students eligible for grade promotion

93% of seniors eligible for graduation

98% of students completed the program

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WE FIGHT FOR HEALTH

CHALLENGE
Life expectancy of Chicagoans living in high poverty areas is significantly lower than in more affluent communities

STRATEGY
Ensuring access to primary care physicians, insurance and mental health services

OUTCOME
People’s health outcomes improve, including reducing preventable diseases and psychological distress

OUR RESULTS
36,310
individuals received financial assistance to access health care between July 2016 and June 2017.
HEALTH CARE NAVIGATION

12 health care navigators in the Chicago region

25,353 health coverage enrollments facilitated since 2013

Illinois' uninsured rate decreased by 10%+
WE FIGHT FOR
FINANCIAL STABILITY

CHALLENGE
Illinois parents making minimum wage do not make enough to meet their families’ basic needs

STRATEGY
Focus on job training, career pathways, financial literacy and income tax support

OUTCOME
Households have incomes significantly above the poverty line and the financial knowledge to manage their resources

OUR RESULTS
25,353 households improved their economic stability through job placement, tax preparation and financial counseling.

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30,333 residents provided with Volunteer Income Tax Assistance (VITA) between July 2016 and June 2017

$45 MILLION in refunds generated

Average refund of $1,500

Every $1 invested in free tax assistance generates $30+ in economic impact

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WE FIGHT FOR SAFETY

CHALLENGE
Hunger, housing instability and abuse prevent people from reaching their full potential

STRATEGY
Focus on access to food, shelter, legal assistance and domestic abuse counseling

OUTCOME
People live in safe, stable environments and can prepare for the future

OUR RESULTS

394,725 people were provided with meals, July 2016–June 2017.
SUCCESS AND STABILITY IN BRIGHTON PARK

100 homeless, near-homeless and economically insecure families were provided with case management and financial coaching in 2016.

41% obtained safe and stable housing.

60%+ of families obtained employment or became more financially stable.
APPENDIX II
Neighborhood Network Overviews and Case Studies
BRIGHTON PARK

LEAD PARTNER
Brighton Park Neighborhood Council

BOLD GOAL
Increase the graduation rate at Kelly High School to 90%

PROGRESS HIGHLIGHTS
- 52 parent mentors working in 6 community schools
- Health Promoters program expanded from 7 to 10 people conducting health education outreach
- Teen Reach programming expanded
- 41 health education and 20 financial literacy workshops offered to community
- Leaders of Tomorrow program provided trauma-informed case management and mentorship to 80 students
WEST CHICAGO

LEAD PARTNER
WeGo Together for Kids

BOLD GOAL
By 2025, the obesity rate for West Chicago District 33 kindergarten and 6th grade students and Community High School District 94 9th grade students will be reduced by 6.37%

PROGRESS HIGHLIGHTS
- Community school coordinator worked with ESL providers to increase effectiveness and availability of classes, resulting in the highest test scores in the history of the program
- A collaborative working group of school and organizational partners developed a set of shared intake questions to identify ways to best support families in addressing barriers to family and student success
- Created a data platform to accurately capture participation in community events

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LIVEUNITEDchicago.org
LEAD PARTNER
Austin Coming Together

BOLD GOAL
By 2025, provide high-quality early learning opportunities to 3,900 low-income children living in the Austin community; and assist 2,775 Austin residents attain and retain living wage work.

PROGRESS HIGHLIGHTS

- The Austin Neighborhood Network worked with Truman College to bring associates degree courses to Austin so childcare providers can earn degrees and increase their credential levels
- Hosted 5th annual Early Childhood Symposium, providing 64 childcare providers with five hours of approved professional development
- Held three community planning summits, each attended by over 125 people
- Created a referral tracking system for workforce development partners
- 10 Network members participated in Social Labs training, learning how to prototype and test projects to improve the community
LEAD PARTNER
Evanston Cradle to Career (EC2C)

BOLD GOAL
Increase kindergarten readiness to 85% while significantly increasing racial and ethnic parity for African-American and Latinx children

PROGRESS HIGHLIGHTS
- EC2C, School District 65, the Evanston Park District and partner nonprofits approved automatic program scholarships for children who qualify for free or reduced school lunch
- Expanded “Talk, Read, Sing” parent initiative to additional partners, including healthcare providers, reaching 150 parents
- Offered two workshops on providing trauma-informed care to counselors and clinicians


LITTLE VILLAGE

LEAD PARTNER
Latinos Progresando

BOLD GOAL
Increase the percentage of healthy weight Marshall Square students in kindergarten, 6th and 9th grades from 51% to 60%

PROGRESS HIGHLIGHTS

- Held inaugural Marshall Square Education Summit, which was attended by over 100 people and offered bilingual workshops on social emotional learning, STEM, immigration, conflict resolution and wellness
- Conducted a walkability study that will help community leaders resolve environmental obstacles that hinder outdoor activity, like unsafe intersections and hazardous sidewalks
- Launched community garden at Hammond Elementary
LEAD PARTNER
Greater Auburn Gresham Development Corporation

BOLD GOAL
Achieve 80% of PreK-3rd grade students reading at or above grade level by 2027

PROGRESS HIGHLIGHTS
- Designed a strategy to create a network of teachers across five schools to lead best practice reading efforts
- Resource coordinators have been hired for all five schools and are working to connect families to opportunities
- Developing a data dashboard to assess impact of reading interventions
LEAD PARTNER
Metropolitan Family Services

BOLD GOAL
Reduce food insecurity for 15% of families served by the Blue Island/Robbins Neighborhood Network by 2027

PROGRESS HIGHLIGHTS
- Partnered with the Greater Chicago Food Depository to open two food pantries in Blue Island, with plans for additional pantries in Robbins and summer meal sites.
- The Healthy Lifestyles committee has partnered with area non-profit Top Box Foods to provide low cost, healthy food options to residents in the region. Through this partnership, the BIRNN has distributed hundreds of boxes and thousands of pounds of food. This program will expand and include health clinics who will be able to write prescriptions for boxes of food to patients who screen as food insecure.
- Hosted a Health Resource Fair where they provided 100 free vegetable boxes to attendees
LEAD PARTNER
Bright Star Community Outreach

BOLD GOAL
Provide 5,000 Greater Bronzeville residents, ages 16–55, with jobs by year 2027, contributing to household sustainability

PROGRESS HIGHLIGHTS
- Recruited 10 agencies to participate
- Launched Access United, an employment program created to connect jobseekers in underserved communities with a roadmap to union apprenticeships
- Created a Network handbook for new partners
- Convened data committee to establish collection process and tracking procedures
LEAD PARTNER
Cicero Community Collaborative

BOLD GOAL
By 2027, 10,000 Cicero children and youth will achieve academic and developmental milestones

PROGRESS HIGHLIGHTS
- Hired and trained nine parent ambassadors for the Early Childhood Committee, with plans for recruiting an additional 20 parents
- Held two education forums, reaching over 100 community members and school officials
- 170 referrals were made for early childhood services
- 136 Cicero Police Department officers and 10 command staff received trauma-informed ACEs training, with plans to extend training to school social workers and security staff
SOUTH CHICAGO

LEAD PARTNER
Claretian Associates

BOLD GOAL
By 2020, South Chicago will engage youth ages 8-26 to improve the safety of the community by reducing assault, battery, criminal sexual assault and homicide each by 5%

PROGRESS HIGHLIGHTS
▶ Offered ACEs training to 177 Chicago Public School teachers and safe passage workers
▶ Hosted Café Talk sessions to discuss trauma in the community
▶ Held First Responders training to teach residents how to provide help and support until police and paramedics arrive after incidents of violence
▶ 371 people participated in trauma-informed trainings and events
▶ 228 people increased their awareness of trauma-informed practices
PARENT MENTORS IN BRIGHTON PARK

50+ parent mentors

Growth in math and reading, and increased attendance

Rise in graduation rates and grade transition rates

75% of parents continued their own education
ACCESS UNITED

Recruit, assess, refer and place candidates in secure employment with family-supporting wages in 15+ trades

Address underrepresentation of minorities in the construction trades and the lack of awareness about potential careers

Partnership between the United Way of Metro Chicago, the Chicago Federation of Labor, the Construction Industry Service Corporation and the Chicago Building Trades

50+ community partners participating

15+ possible trades available to candidates

3 Neighborhood Networks: Robbins/Blue Island, Bronzeville and Austin

200+ people (and counting) attended informational sessions

15+ possible trades available to candidates

200+ people (and counting) attended informational sessions
Neighborhood Network partner agencies help educate community stakeholders about the impact of ACEs (Adverse Childhood Experiences) and childhood trauma on young people’s learning and behavior.

5 Neighborhood Networks: Cicero, Little Village, South Chicago, Evanston and Brighton Park

177 Chicago Public Schools teachers and safe passage workers in South Chicago received ACEs training to help ensure the ongoing health and success of the neighborhood’s students.

136 Cicero Police Department officers and 10 command staff received ACEs training, with plans to extend training to school social workers and security staff.
APPENDIX III

Neighborhood Network
Collective Impact Model
A 2017 white paper written by the **Boston Consulting Group** outlines four imperatives for boosting the well-being of Chicago. One imperative, addressing human services, is “to focus on its struggling neighborhoods” by:

1. Creating **integrated programs** that address multiple issues
2. Building **sustainable systems** across neighborhoods
3. Focusing on long term change for **large population groups**
4. Utilizing metrics to convey **measurable progress**
5. Identifying the most scalable **community-led initiatives**

**UNITED WAY IS THE ONLY ORGANIZATION IN THE REGION THAT DOES ALL OF THIS... AND MORE.**
The Neighborhood Network has already reached a significant scale in the Chicago region with 170+ agencies integrated into 10 communities.

Those agencies focus on challenges across education, financial stability, health and basic needs to holistically address community needs.

This initiative pairs with 80+ years of experience of partnering with best-in-class agencies and driving community-led change.

Source: Neighborhood Network analysis by The Boston Consulting Group, April 13, 2018
COLLECTIVE IMPACT WORKS

% OF 9TH GRADERS ON TRACK TO GRADUATE

<table>
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<tr>
<th></th>
<th>2014</th>
<th>2017</th>
<th>Change</th>
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<tr>
<td>United Way Clients in Brighton Park</td>
<td>78%</td>
<td>90%</td>
<td>+12</td>
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<tr>
<td>Brighton Park (overall)</td>
<td>78%</td>
<td>78%</td>
<td>+0</td>
</tr>
<tr>
<td>Chicago (overall)</td>
<td>84%</td>
<td>88%</td>
<td>+4</td>
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Source: Illinois Report Card; BPNC reporting; UWMC analysis; BCG reporting
SCALE IS NEEDED FOR GREATER IMPACT

We’re serving only 10% of the population in need...on a shoestring budget!

- **$615,000**
  - 2018 United Way of Metro Chicago funding for Brighton Park
- **< 0.2%**
  - of Brighton Park’s annual GDP
- **$14**
  - per person invested annually within Brighton Park
- **27,520**
  - low-income population
- **2,800**
  - low-income population served by United Way

Source: Chicago Health Atlas; Statistical Atlas; BPNC reporting; UWMC analysis
WHERE ARE WE NOW?

WHAT WE’RE ALREADY DOING

- Supporting households with effective interventions
- Tracking data on individual outcomes and activities
- Developing community-led initiatives

WHAT WE NEED TO DO

- Consistent, universal data collection practices
- High density of coverage and service
- Scalable system to make referrals across agencies
- Succession planning for network leadership

WHAT IT WILL TAKE TO DO IT

- Long-term funding on a large scale

Source: Neighborhood Network analysis by The Boston Consulting Group, April 13, 2018
NEIGHBORHOOD NETWORK STAGES

**SEED**
(1–3 YEARS)
Idea stage, key partners at table, developing vision

**EARLY**
(3–5 YEARS)
Showing results in focus areas, functioning coalition

**GROWTH**
(5–10 YEARS)
Proven strategy for change, building density and breadth, compelling future plan

**LATE**
(ONGOING)
Fully functioning, self-sustaining and resilient, dense and broad of coverage

---

**Blue Island / Robbins**
Bronzeville

**Auburn Gresham**
Little Village
Cicero
South Chicago

**Brighton Park**
West Chicago
Austin
Evanston

---

$250–750K
(TO MOVE TO EARLY)

$1.75–2.75M
(TO MOVE TO GROWTH)

$4–8M
(TO MOVE TO LATE)

$1.5M
(ANNUAL ENDOWMENTS)

**TOTAL TO GROW ONE NETWORK FROM SEED TO LATE = $12MILLION**

Source: Neighborhood Network analysis by The Boston Consulting Group, April 13, 2018
EMPLOYEE ENGAGEMENT

UNITED FOR THE HOLIDAYS

UNITED WAY CARE PROJECTS

DONATION DRIVES

DAYS OF CARING

ONLINE VOLUNTEER CALENDAR

AFFINITY GROUPS

GIVE. ADVOCATE. VOLUNTEER

LIVEUNITEDchicago.org

United Way of Metro Chicago
BECOME A LEADER...
INCREASE YOUR INDIVIDUAL GIVING IMPACT

Leadership Giving
$1,000+
The **Leadership Giving Circle** is a group of generous donors who give **$1,000 or more** to support the most effective programs and provide lasting solutions for children and families in need throughout the region.

Tocqueville Society
$10,000+
The **Tocqueville Society** is a powerful group of local business, civic and philanthropic leaders who share a passion for positive community change and making a difference with their annual gifts of **$10,000 or more**.

Million Dollar Roundtable
$1,000,000+ (LIFETIME GIVING)
The **Million Dollar Roundtable** recognizes the highest levels of personal generosity among those who have made outright or cumulative gifts to local United Ways of **$1 million or more**. The **lifelong partnerships** we forge with Roundtable members allow us to transform lives and create real change where it is most needed.

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United Way of Metro Chicago
APPENDIX V
Agency Quotes
"United Way is not just a funder of programs. **It is a resource of effective leaders** dedicating their life’s work to ensuring that the organizations they fund have the capacity to move the needle in their community to build neighborhoods with resilient, capable, and healthy people of all ages. This leadership in staff is as important as the dollars issued for it ensures that the organizations also become more capable, independent and have the ability to sustain their mission for years to come."

—PARTNERS FOR OUR COMMUNITIES
(Programs and services that improve healthcare access in the Palatine community)
United Way is our most important funding partner. In addition to financial support, their capacity to encourage long-term strategic planning and their vision for robust collective impact initiatives aligns perfectly with our community’s strengths and challenges. UW has been the vital catalyst for our community to develop a unique model of collaboration leading to high-impact outcomes for local children and families. The Cicero Community Collaboration and its partnership with United Way over the years is worthy of national recognition.

—YOUTH CROSSROADS
(Cicero-based organization offering afterschool programs)
UNITED WAY IS RELIABLE

"Without the consistent funding and other support from United Way, we would not be able to look for other opportunities for expansion of our programming and services. United Way funding and other support provides a level of sustainability that allows us to continue to expand and serve more families."

— SARAH’S INN
(Domestic violence support and services in Chicago and West Cook County)