Teamwork is the ability to work together toward a common vision. The ability to direct individual accomplishments toward organizational objectives. It is the fuel that allows common people to attain uncommon results.

—ANDREW CARNEGIE

Three years ago, United Way of Metro Chicago was searching for a structured way to partner with Chicago region residents to lead an effort to galvanize the residents to create long-term change in their neighborhoods. The Neighborhood Network was formed as a region-wide strategic initiative to address local community challenges by driving focused collaboration to achieve lasting change.

The coalitions consist of community stakeholders—residents, schools, nonprofits, government officials, churches, hospitals, and businesses—who identify the challenges that the collective group works toward solving.

The development of the Neighborhood Network can be organized into three phases:

- **Phase 1: Creating Efficiencies**
  This phase involves identifying stakeholders, connecting them and creating alignment among them so that the work can be done more efficiently.

- **Phase 2: Building Systems**
  This phase focuses on building neighborhood systems so that the community can create a shared vision, develop an operating plan and use the locally developed infrastructure to support its activities.

- **Phase 3: Driving Population Change**
  After the coalitions have connected stakeholders and built systems, they can put their plans into operation, which allows them to create population change.

This type of community development work is complex and requires organizing the community in new ways. Similar to building high functioning teams in a for-profit environment, this work is complex and layered. Today, all of our networks fall into one of three phases (see side bar).

- **Phase 1: Creating Efficiencies**
  **BRONZEVILLE | BLUE ISLAND/ROBBINS AUBURN GRESHAM | SOUTH CHICAGO**
  **ANNUAL INVESTMENT** $180K–$280K
  As new coalitions, they have developed their committee structures and completed a community engagement plan and their collective impact training. And, for the first time residents have a coordinated plan, shared metrics and resources and are looking forward to their first year of implementation. Their bold goals and programs will focus on:
  - Workforce development
  - Food Security
  - Elementary school reading
  - Trauma training

  In FY18, we expect that nearly 4,000 of the residents will be impacted and these networks should see increased financial stability, improved educational outcomes and improved access to health and food services.

- **Phase 2: Building Systems**
  **EVANSTON | CICERO | LITTLE VILLAGE | AUSTIN**
  **ANNUAL INVESTMENT** $380K–$480K
  These coalitions have begun their second year of implementation. As more advanced coalitions, they have building capacity for long-term system change. They have identified their population change and formalized communication and committee structures. The programs they are implementing for the first time include:
  - Parent Mentors and Parent Training Workshops
  - Health Promoters
  - Workforce development
  - The implementation of social and emotional learning curriculum

  In FY18, we expect that 13,000 residents will be impacted and they will experience a significant shift in education outcomes due to investment in mentors and access to health and food services.

- **Phase 3: Driving Population Change**
  **WEST CHICAGO | BRIGHTON PARK**
  **ANNUAL INVESTMENT** Exceeding $750K
  These two networks are in their third and fourth year of development. They are well-organized, better resourced and, in this report, you will see the significant progress that has been made to reach their bold goals.

  We’re very proud of the work that has been accomplished in these neighborhoods and are seeing growth and feeling the change.
WHAT IS COLLECTIVE IMPACT?

Collective impact is a new and innovative way of solving old problems. United Way Neighborhood Networks, grounded in the collective impact model, break down siloed systems and practices in order to achieve more efficient and effective impact in communities.

- Collective impact is a disciplined effort to bring together dozens or even hundreds of organizations of all types to establish a common agenda, also known as a Bold Goal.
- United Way identified, partnered and funded the best-in-class social service agencies that have the capacity to drive real change.
- With this network, United Way of Metro Chicago can deliver services efficiently and effectively; and is the only organization that has the network, expertise and scale to address these neighborhoods’ most pressing issues.


UNITED WAY OF METRO CHICAGO’S ROLE AS A BACKBONE ORGANIZATION

- Coordinates, participates and creates a “toolkit” for communities
- Creates shared planning and measurement platforms
- Brings a region-wide, community-wide lens to inform planning and actions
- Works in partnership with community leaders
- Provides best practice training, capacity building, leadership development and networking for community leaders
- Enables access to corporate resources (in-kind, technical assistance, volunteers)
- Provides long-term sustainable funding
NEIGHBORHOOD NETWORK CRITERIA

United Way of Metro Chicago implemented the United Way Neighborhood Network Initiative in 10 communities across the Chicago region, including Brighton Park, West Chicago, Evanston, Austin, Little Village, Bronzeville, Blue Island/Robbins, Auburn-Gresham, Cicero and South Chicago. Neighborhood Network communities were selected based on:

- The level of need in the areas of education, income, and health
- The community’s infrastructure based on the number of United Way-funded partners and number of partners already collaborating on specific issues within the community and their commitment to effectively leverage United Way’s investment to achieve a bold goal

COHORT DEVELOPMENT STAGES

2012 | 2027

**PLANNING**
- Common agenda created
- Bold goal developed
- Infrastructure created, which includes a steering committee and issue area workgroups, along with communication and fiscal oversight subcommittees
- Community engagement plan developed
- Orientation and training in Collective Impact
- Building trust among neighborhood partner agencies and trust in working with United Way team

**IMPLEMENTATION**
- 3-year strategic plan created
- Measurement indicators identified
- Internal governance structure put into place
- Programmatic strategies implemented and initial progress shown on indicators
- Execution of Community Engagement Plan
- Coalition utilizes data for continuous improvement
- Diverse funding sources are identified and aligned toward the common agenda
- Public awareness of network partner services emerges

**SUSTAINING**
- Coalition is well-positioned to identify and address complex problems in the community
- Coalition is highly functioning with fully aligned programmatic activities and policy agendas
- Data sharing culture is the norm
- Network has secured dollars and diversified funding streams
- Backbone organization is fully staffed and high performing
- Significant progress has been made on Bold Goal
- Community ownership of the work takes hold
With its infrastructure in place and a diverse group of stakeholders engaged, the Brighton Park Neighborhood Network (BPNN) has made great strides in implementing critical programs over the past year. BPNN has increased school-based mental health services from 3 counselors serving 5 schools to 5 counselors serving 6 schools, and added a community mental health therapist. Additionally, a Network community partner was awarded the Victims of Crime Act (VOCA) grant to provide services to families who have experienced violence or trauma. The Network also received a 4-year award from the MacArthur Foundation to expand access to life-sustaining jobs and improve community safety.

**LEAD AGENCY**
Brighton Park Neighborhood Council

**COMMON AGENDA**
Brighton Park works together for healthy families, strong schools and a safe and thriving community

**BOLD GOAL** Increase the graduation rate at Kelly High School to 90%
**Bold Goal Progress** 2018 graduation rate was 78.0%, up from 67.9% in 2013

**STRONG COMMUNITIES INDICATORS**
2018 free tax sites completed 655 tax returns that totaled $1,294,250 in refunds, including $432,826 in Earned Income Tax Credit refunds
Percent of high school freshmen on-track to graduate up to 81.8% in SY18 from 73.2% in SY15
610 youth participated in sports activities
483 people newly enrolled in health care benefits
227 people improved their financial position, including improving credit score or reducing debt
40 Kelly High School students preparing for college or career through the Escalera College and Career Readiness Program

**PROGRESS HIGHLIGHTS**
- 1,322 students engaged in after-school programs
- 54 parent mentors recruited, screened, trained and placed in classrooms
- 56 classrooms with a parent mentor
- 1,486 students in classrooms with parent mentors
- 1,741 residents attended healthy lifestyle workshops
- Leaders of Tomorrow violence prevention program provided case management to 83 students ages 13–19, resulting in an initial 18% decrease in school disciplinary incidents
- 28 survivors of domestic violence received counseling services
- Mental health referral system implemented is currently tracking 2,131 referrals between partners

“...it’s exciting having these very bold goals and knowing that they are really transformative.”

**COMMUNITY CHAMPIONS**
- Cook Co. Commissioner Chuy Garcia
- State Senator Martin Sandoval
- State Senator Tony Munoz
- State Rep. Theresa Mah
- State Rep. Celina Villanueva
- State Rep. Elect Aaron Ortiz
- Alderman George Cardenas

**LEVERAGE AND SUPPORT**
- 38 community partners in 5 working groups
- 2 volunteer projects
- 186 volunteer hours
- $4,840 in volunteer value
WeGo Together for Kids has placed a strong focus not only on their current programs, but on the sustainability of their overall work. They used fiscal mapping processes to align their resources with federal, state, county and local opportunities. Coalition partners have re-committed to monthly meetings to ensure they remain closely connected, and WeGo brought a team of 14 people to the National Community Schools forum to create opportunities for shared learning and planning around their community school strategy.

**LEAD AGENCY**
WeGo Together for Kids

**COMMON AGENDA**
To support and enhance the health, safety and well-being of children and families through a collaborative, coordinated and comprehensive approach for West Chicago schools and the community

**BOLD GOAL**
By 2025, 90% of West Chicago District 33 students will meet projected growth rates in reading and math as demonstrated by NWEA Measures of Academic Progress (MAP) test (4,772 individuals served by goal)

**Bold Goal Progress** Percentage of students meeting projected growth rates were 52% in Spring 2018, up from 46% in Fall 2016

**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%

**Bold Goal Progress** WeGo Together for Kids established a baseline of 46.3% of students being overweight or obese and is working with the DuPage County Health Department to track data annually

**PROGRESS HIGHLIGHTS**

- Advancing the implementation of the Community School model (where schools serve as a hub for family services), the network added two Community School Coordinators and two Family Liaisons, ensuring that the middle school has one Coordinator and Family Liaison per grade

- Completed first year of People’s Resource Center running the WeGo Together Community Market (a school-based food pantry) and hired a local resident to be Community Market Manager

**STRONG COMMUNITIES INDICATORS**

83% of clients receiving mental health services achieved at least one treatment goal prior to completing services

Tax site completed 446 tax returns, providing a total of $912,939 in state and federal refunds back into the community; $61,000 of which was deposited into a savings account or bond

135 adults attended ESL classes, with 78% testing to the next proficiency level

291 students attended supportive after school programs

“...collective impact can work if you build these layers: relationships, possibilities, opportunities and action.”

**LEVERAGE AND SUPPORT**

- 34 community partners in 7 working groups
- 5 volunteer projects
- 200 volunteers performing 1000 volunteer hours
- $26,020 in volunteer value
Austin Coming Together (ACT) has worked tirelessly to engage with residents and build a greater sense of community. ACT opened the Austin Community Hub in early 2018, which provides a place where residents and ACT members can connect and working groups and task forces can meet to advance their short and long-term action plans. ACT also engaged over 300 community members at 3 community summits and 6 working group meetings to complete a LISC-led Quality of Life plan, which created and prioritized community strategies.

**LEAD AGENCY**
Austin Coming Together

**COMMON AGENDA**
Expand access to early learning programs, create safe community spaces for families, and support economic stability and success for parents and guardians in order to prepare children for success in 3rd grade and beyond.

**BOLD GOAL** By 2025, Austin Coming Together members will provide high-quality early learning opportunities to 3,900 low-income children living in the Austin community

**Bold Goal Progress** 938 slots for high-quality early learning programs

**BOLD GOAL** By 2025, Austin Coming Together members will assist 2,775 Austin residents attain and retain living-wage work

**Bold Goal Progress** 92 candidates secured job placements in FY18

"...it keeps me going to know that the work I do every day is helping redefine this community."

**PROGRESS HIGHLIGHTS**
- 20 childcare providers enrolled in Associate’s Degree coursework
- 75 restorative resolutions reached at peace circles at Neighborhood Network sites
- Created credit building campaign to help repair credit of family members and prepare them for homeownership
- Developed an Austin Food Co-op to provide better access to healthy food
- Created the Austin Youth Leadership Academy, a leadership development training series aimed at teens and young adults
- Opened Austin Community Hub in 2018, where residents can connect with ACT’s members, where members can engage residents, and where working groups and task forces can meet to create short and long-term action plans

**COMMUNITY CHAMPIONS**
Alderman Emma Mitts
Senator Don Harmon
Camille Lilly

**LEVERAGE AND SUPPORT**
- 29 community partners in 7 working groups
- 5 volunteer projects
- 509 volunteers performing 644 volunteer hours
- $16,757 in volunteer value
COMMUNITY STORY

Housing: the foundation for student success

In the winter months of 2016, Claudia Gonzalez*, a mother of three living in Brighton Park, unexpectedly lost her job. Though she aggressively searched for alternative employment, she couldn’t keep up with rent payments for her apartment.

The sole provider for her family, Claudia needed some outside support to keep a roof over the heads of her two sons and daughter, who were all enrolled at a local elementary school. Stable housing is a necessity for all individuals, but especially for students who require a strong foundation to learn and succeed.

That’s why the staff of their school referred Claudia and the family to Brighton Park Neighborhood Council’s Success and Stability Program. Funded by the Siemer Institute, an organization that oversees a network of programs intended to stabilize families, the Success and Stability Program provides wrap-around services to families’ experiencing housing insecurity.

Participating families have a school-aged child and are homeless, at-risk of being homeless or living in an unstable living environment, such as couch surfing or living with multiple families in one home. Families with parents who are undocumented or formerly incarcerated, as well as those displaced from other countries or U.S. territories, especially benefit from the program, as they face even greater barriers to obtaining housing and employment.

A nationwide organization, Siemer Institute solely partners with local United Ways, who, in turn, facilitate the Success and Stability Program in communities of greatest need. In the Chicago region, United Way partner agencies in Brighton Park, Auburn Gresham and West Chicago host the program.

Stationed in local schools, the Success and Stability case managers are assigned dozens of families, like Claudia’s, to help the parents address the root causes of their challenges, craft goals to address those challenges and execute those goals. “By strengthening the household, you empower the parents so that the children are cared for and can thrive,” said Kimberly Richards, a program case manager from Auburn Gresham. Some common goals that parents make include avoiding eviction, finding affordable housing or saving for a home.

Caseworkers approach this work with the intention of creating a healthier environment for the students to learn and achieve. “You can’t do homework when the lights turn out in the shelter. When you know your parents are worried about paying rent, you can’t focus on school,” said Jenny Hansen, United Way of Metro Chicago’s senior manager of Safety Net and Basic Needs. “If you’re hungry, tired or stressed because of eviction, you can’t learn. If we want kids to be successful in school, we need to stabilize the family.”

In addition, case managers also provide referrals to other social service programs to resolve families’ outstanding needs, like unemployment, gas and electric assistance, counseling services and student-learning programs. “We focus on bettering the person themselves,” said Hilda Martinez, a case manager in Brighton Park. “We’re not focusing on just the financial aspects but trying to make them a better person as a whole – each individual in the family, as opposed to just the parent or the child.”

Claudia’s enrollment in Brighton Park’s program did just that. After enrolling in the Success and Stability Program, she set three goals – to find employment, not to be evicted and to become more involved in her children’s interests.

With the assistance of her case manager, Claudia was able to speak with her landlord and discuss her situation to avoid eviction while looking for a job. Her case manager also referred her to agencies where she received rental assistance to pay her overdue rent and utility bills.

A few weeks later, Claudia was connected to an employment opportunity that fit her children’s school schedule and allowed her to cover her rent, avoiding eviction.

At the time, her children were struggling with the separation of their parents and their unstable living conditions, so their case manager connected them to counseling services. They were also able to enroll in after-school activities in the Brighton Park neighborhood, giving them access to new opportunities and support systems.

In August 2016, after six months of hard work, Claudia successfully completed the program. While she achieved her goals and her situation was stabilized, she also managed to go above and beyond her initial objectives. Claudia opened her first savings account and, later, was able to purchase a car, a feat that will make other resources and activities more accessible to the family.

Most importantly, at the end of the school year, the children’s grades and behavior in class drastically improved. With dedicated support from her case manager and a strong commitment to bettering the lives of her children, Claudia and her family left the Success and Stability Program better prepared for the days ahead.
Evanston Cradle to Career (EC2C) has conducted numerous efforts to streamline complex processes for low-income residents and residents of color, such as a collaboration with the Department of Parks and Recreation to create a streamlined process for families to access city-funded amenities. Additionally, the Mayor of Evanston established a council to build career pathways for graduating high school students, and EC2C scaled its process for providing preschool student progress summaries to kindergarten teachers.

**LEAD AGENCY**
Evanston Cradle to Career (EC2C)

**COMMON AGENDA** By the age of 23, all Evanston young adults will be on the path to leading happy, healthy, productive and satisfying lives

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

**Bold Goal Progress** Kindergarten readiness at 55% in Fall 2017, up from 54% in Fall 2015

**PROGRESS HIGHLIGHTS**
- Provided 2,400 free beach tokens to low-income Evanston residents via a streamlined qualification process
- The Mayor of Evanston convened a Mayor’s Employers Advisory Council of over 40 employers, workforce development professionals, high-school staff and EC2C to build streamlined career pathways for young people choosing not to pursue a 4-year college degree immediately after graduation
- A collaboration of 5 early childhood programs have come together to receive trauma training for their teachers, while offering families trauma-informed counseling free of charge
- An initiative to share a child’s progress between preschool and kindergarten has helped engage nearly half of incoming kindergartners and their families during a critical transition
- Program created to address the specific needs of first-time fathers, particularly fathers of color
- 120 individuals attended the Early Childhood Provider Summit, a 20% increase over last year’s attendance
- 350 individuals attended Beyond Diversity and SEED equity trainings
- Advocates for Action group formed to empower community members to take part in EC2C decisions

“...We need to stop blaming victims and start changing the system...”

**LEVERAGE AND SUPPORT**
- 51 community partners in 8 working groups
- 11 volunteer projects
- $8,131 in volunteer value
- 108 volunteers performing 313 volunteer hours

**COMMUNITY CHAMPIONS**
Mayor of Evanston
Evanston 5th Ward Alderman

51 community partners in 8 working groups
11 volunteer projects
$8,131 in volunteer value
108 volunteers performing 313 volunteer hours

We need to stop blaming victims and start changing the system.
The Little Village Neighborhood Network identified and hired a full staff team, greatly increasing community engagement and support of Network committees. Recent successes include completing a walkability study ahead of schedule and initiating summer programming for students living in the Network.

**LEAD AGENCY** Latinos Progresando

**COMMON AGENDA** To support the health and well-being of residents in Marshall Square, with an emphasis on developing community resiliency

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

**Bold Goal Progress** Baseline data has been collected and assessed by the Health Committee

…”love from the community brought us together…”

**PROGRESS HIGHLIGHTS**

- Network completed a walkability study ahead of schedule with more than 120 participants
- Network began summer programming for students at Saucedo Academy, an elementary school in Marshall Square, with just over 100 participants, with the intent of leveraging its success to establish year-round programming
- Implemented a health resource inventory to better understand the policy initiatives, food access, behavioral support, primary care access, health and nutrition education, and sports programming within Marshall Square
- Hosted a community roundtable with 250 participants to celebrate, educate and solicit feedback from community members, with a specific focus on identifying ways to improve child health as well as sports and green space activation for community youth
- Sixteen parent leaders trained 160 parents (in 4 neighborhood schools) on the Social Emotional Learning curriculum to empower parents to better support their children, which resulted in both increased knowledge and behavioral changes
- Inaugural Marshall Square Education summit hosted more than 100 people in Social Emotional Learning sessions
- 250 participants attended the annual Marshall Square Peace March
- Peace Committee members gave 14 presentations on the issue of domestic violence and the intersection of immigration

**LEVERAGE AND SUPPORT**

- 46 community partners in 8 working groups
- 3 volunteer projects
- 180 volunteers performing 385 volunteer hours
- $10,018 in volunteer value
The Auburn Gresham Neighborhood Network has moved from planning to implementing strategies, creating five resource coordinator roles to increase attendance and medical compliance, as well as manage after-school programming at each Auburn Gresham GOLD school.

**LEAD AGENCY**
Greater Auburn Gresham Development Corporation

**COMMON AGENDA**
Improve the overall culture and climate of Auburn Gresham's five community schools, engage parents and strengthen community partnerships

**PROGRESS HIGHLIGHTS**
- Begun implementation of Auburn Gresham GOLD strategies
- Greater Auburn Greater Development Corporation was awarded the 21st Century Community Learning Initiative Grant
- 200 students participating in out-of-school time programs
- Five Auburn Gresham schools have established a literacy instruction training team

**COMMUNITY CHAMPIONS**
Senator Collins
Alderman Howard Brookins

**LEVERAGE AND SUPPORT**
- 16 community partners in 3 working groups
- 2 volunteer projects
- 35 volunteers performing 84 volunteer hours
- $2,179 in volunteer value

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

_Bold Goal Progress_ 38% of students reading at or above grade level, up from 37%, which was the baseline established in June of 2017

“The depth of commitment...it’s different than past collaborations and it is really exciting.”
The Blue Island/Robbins Neighborhood Network (BIRNN) has made great progress in engaging over 50 active member organizations in the Network and forming critical partnerships with organizations like the Greater Chicago Food Depository and the Cook County Department of Public Health. The committee has hosted several health and job fairs, as well as established free and low-cost food sites in the communities.

**LEAD AGENCY** Metropolitan Family Services

**COMMON AGENDA** Blue Island and Robbins will become financially, mentally and physically healthy communities

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

It’s amazing to see such a pool of power and strength, wisdom and kindness at one table. All working together towards a common goal to help better the community that I live in and love dearly.

**PROGRESS HIGHLIGHTS**
- Network grew to 51 participating organizations
- Opened new pantry on campus of Blue CAP in partnership with Greater Chicago Food Depository
- Provided food to families twice a month at school Pop-Up Market
- Increased number of summer food sites in Blue Island, while doubling the number of meals served at the Blue Island Library
- Distributed over 700 low-cost food boxes in Blue Island and Robbins
- Created a marketing strategy that included an increased social media presence and the creation of the BIRNN website which is a resource tool for service providers and an information source for members of the community
- 15 people connected to trade union job opportunities
- Hosted first Breaking Barriers to Employment event, which was attended by over 75 people
- Developed and administered Community Trends emotional wellness survey
- Created community resource list available on BIRNN website
- Held 4 emotional wellness community workshops

**LEVERAGE AND SUPPORT**
- 51 community partners in 4 working groups
- 3 volunteer project
- 141 volunteers performing 303 volunteer hours
- $7,884 in volunteer value
COMMUNITY STORY

It takes a village: how one center’s network is helping entire families thrive

When her daughter Pearl was seven-months-old, Shyera Gaston set out on a search for a daycare service in her neighborhood. Shyera had recently decided to continue her education to support her growing family.

Hoping to heal others with her hands, Shyera, who was 22 at the time, excitedly enrolled in school to study massage therapy. Establishing her career was a high priority for Shyera, but finding a safe, reliable caretaker to watch Pearl was top of mind.

After striking out with local babysitters, Shyera found an opening at the Carole Robertson Center for Learning’s North Lawndale site, an educational center serving children ages 0 to 15 and their families.

Though Shyera simply sought daycare services, she ultimately found a range of critical supports to help her navigate other life challenges. In hindsight, Shyera said the foundation the Center created for her family enabled her to be a stronger parent for Pearl and, eventually, her son LeTroy.

“[The center] has given me a sense of security in my life. When I felt like I didn’t have anybody else to keep my kids, I was able to bring them here,” Shyera said. “I’ve been able to talk to people when I need to. But ultimately, it’s been the fact that I’ve been able to trust them, which allows me to do what I need to do as a single mom.”

Open year round, the Carole Robertson Center for Learning, a United Way community partner, provides center-based and home-based early childhood programs, school-age programming for youth and extensive support services to hundreds of families on the West Side of Chicago. They serve both English and Spanish-speaking families, as well as children with special needs.

Situated in large building with classrooms, a library and computer lab, the learning center functions much like a traditional school. On any given day, students can be found singing in music class, reading books in a huddle with their teachers or riding tricycles in their play room.

Shyera said the center greatly prepared Pearl, who is now 5, for kindergarten and instilled in her a love of learning. LeTroy, 3, has also seen strong growth in his time at Carole Robertson Center for Learning, Shyera said. “He talks a lot more, he speaks Spanish and he’s very polite,” she proudly shared. “He just has a really bright personality, and this program has helped him with that because they’re very interactive with him.”

In addition to preparing youth for academics, the Carole Robertson Center for Learning establishes a strong foundation for the entire family by pairing parents with family support specialists to help them create goals and plans to achieve them. The support specialists assist with families’ ongoing challenges, like accessing employment opportunities, mental health services and parental development workshops.

“We address the entire family’s needs. If the family is doing well, the child will do well, too,” said Sonia Perez Gandara, the center’s resource development, grant and publications specialist.

Families who are struggling or who live in underserved communities typically don’t deal with a singular issue. By only meeting one need, rather than addressing the multitude of contributing factors, it’s difficult for a family to reach their full potential. If a child has access to quality school programming, but their parent doesn’t have a job to provide for their basic needs, they’re not set up for success. It takes a network of community supports and services to wrap around the family and assist them on a variety of levels.

At United Way of Metro Chicago, we partner with agencies like the Carole Robertson Center for Learning to not only prepare individuals for success, but to serve the entire household.

That was the case for Shyera. Her children’s enrollment in the program has provided her with the foundation for her career to flourish, while also providing her care to address the interpersonal violence in her home.

“Honestly, I was going through a very hard time [when I started bringing my daughter here.] I was dealing with domestic violence. And I felt like I needed to talk to somebody, but not somebody that is biased about the situation,” Shyera shared. “I ended up talking to a counselor here for awhile. It reassured me that I’d be okay and that I’m a very strong,” Shyera added. “When I was talking to her, she was telling me that I’m strong and a very bright person and that I’m going to overcome that battle.”

With her children settled at the learning center and her emotional health being cared for, Shyera’s career was able to flourish. Since Pearl first arrived at the center, Shyera’s finished her studies, earned her massage license and secured a position working as a massage therapist.

“If I didn’t have the center in my life, I wouldn’t be able to be the massage therapist that I am today. Without the help of the center I wouldn’t have been able to move forward,” Shyera said. “I can just freely be the mom that I need to be.”
The Bronzeville Neighborhood Network has established committees and created consistent branding. The Network has closely examined the efforts required to move people from job candidates to living wage jobs, and will continue to focus more specifically on this work moving forward.

**LEAD AGENCY**
Bright Star Community Outreach

**COMMON AGENDA**
To reduce poverty and violence by enhancing employment and career opportunities, providing trauma-informed family services and improving access to behavioral and mental health care in the greater Bronzeville community

**PROGRESS HIGHLIGHTS**
- Established branding for the Network
- Two individuals completed preliminary examinations for apprenticeship program
- 128 adults placed into permanent job positions
- Recruited 862 youth for One Summer Chicago youth employment program
- Established relationships with 10 new employers for future job placements
- 89 residents retained in jobs for at least 6 months

**BOLD GOAL**
The Greater Bronzeville Neighborhood Network will provide 5,000 Greater Bronzeville residents, ages 16–55, with jobs by year 2027, contributing to household sustainability

**LEVERAGE AND SUPPORT**
- 13 community partners in 5 working groups
- 69 volunteers performing 172 volunteer hours
- $4,475 in volunteer value

*Image of people in a meeting and children playing basketball.*
The Cicero Community Collaborative (CCC) has had a wildly successful year, being named one of four recipients of the prestigious Robert Wood Johnson Culture of Health Prize. The CCC has collaborated closely with the Early Learning Collaborative, as well as the elementary and high school district, to implement a parent ambassador program to support the success of children in the community.

**LEAD AGENCY**  
Cicero Youth Task Force

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

**COMMON AGENDA**  
Expand access to early learning programs, create safe community spaces for families, and support economic stability and success for parents and guardians in order to prepare children for success in 3rd grade and beyond.

**PROGRESS HIGHLIGHTS**
- Awarded the 2018 Robert Wood Johnson Culture of Health Prize
- Nine parent ambassadors were recruited, oriented and mobilized for the Early Childhood Committee, and recruitment began for an additional 20+ ambassadors for other CCC committees
- The Elementary committee identified 10 schools where Parent Ambassadors were placed in order to help students with their reading comprehension. A total of 67 children received tutoring services
- The High School committee selected 63 high school students to receive support from the Parent Ambassadors
- New CCC co-chairs and committee co-chairs were nominated and elected
- Buy-in from both the elementary and high school school districts continues to strengthen evidence-based innovative strategies to train parent ambassadors

**LEVERAGE AND SUPPORT**
- 37 community partners in 7 working groups
- 2 volunteer projects
- 90 volunteers performing 75 volunteer hours
- $1,952 in volunteer value
South Chicago has expanded the reach of its trauma-informed common agenda, engaging with several local schools and forming youth-driven committees to improve the mental health outcomes of area children, youth and young adults. The coalition continues to evolve its work to better understand and address community violence.

**LEAD AGENCY** Claretian Associates

**COMMON AGENDA** South Chicago will become a trauma-informed/trauma-sensitive community dedicated to supporting a culture of care for those who have been impacted by violence

**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%

**Bold Goal Progress** 46% decrease in reported homicides, 20.7% decrease in criminal sexual assault, 9.1% decrease in assault and 2.5% reduction of battery since the previous year

**PROGRESS HIGHLIGHTS**

- Established partnerships with 5 schools, creating more opportunities to collaborate with teachers and students
- Received first-time funding for One Summer Chicago (OSC) to support youth employment for 18 teenagers, then leveraging OSC to create the UNITY squad to represent the youth voice in the Network
- Implemented HYPE, a six-week trauma-informed program for high school students
- Provided $10,000 in mini-grants to 3 agency partners to advance the coalition member work that support the bold goal and common agenda
- 50 youth engaged in youth council and youth group activities
- Conducted first annual community-wide safety survey to evaluate community member perceptions of safety and prevalence of crime
- Conducted 5 Adverse Childhood Experience (ACEs) trainings for 177 individuals, primarily school staff
- 944 individuals participated in trauma-informed events

**LEVERAGE AND SUPPORT**

- 15 community partners in 7 working groups
- 4 volunteer projects
- 86 volunteers performing 128 volunteer hours
- $3,331 in volunteer value
UNITED WAY NEIGHBORHOOD NETWORK OUTCOME INDICATORS

United Way of Metro Chicago has drafted the following indicators to measure individual and community-level change in the Neighborhood Networks, as well as capture United Way's investments in programs and capacity building to support systems change.

### EDUCATION
Students graduate from high school prepared for college and career training

<table>
<thead>
<tr>
<th>Individual Client Outcomes</th>
<th>Community Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Long-Term</strong></td>
<td></td>
</tr>
<tr>
<td>#/% of students graduating from high school in 4 years</td>
<td>#/% students graduating from high school in 4 years</td>
</tr>
<tr>
<td><strong>Interim</strong></td>
<td></td>
</tr>
<tr>
<td>#/% of children ages 3 to 5 enrolled in early childhood education</td>
<td>#/% of kindergartners prepared for school</td>
</tr>
<tr>
<td>#/% 3rd graders meeting or exceeding standards on the PARCC English Language Arts assessment</td>
<td>Improvement in service coordination between Neighborhood Network partner schools/organizations to support at-risk students</td>
</tr>
<tr>
<td>#/% 9th grade students on track to graduate</td>
<td></td>
</tr>
<tr>
<td>#/% parents/guardians engaged their child's learning</td>
<td></td>
</tr>
</tbody>
</table>

### HEALTH
Individuals improve their overall health

<table>
<thead>
<tr>
<th>Individual Client Outcomes</th>
<th>Community Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Long-Term</strong></td>
<td></td>
</tr>
<tr>
<td>#/% of adults who report their health has improved</td>
<td>#/% of adults with improved health</td>
</tr>
<tr>
<td>#/% people rating their health as very good or excellent</td>
<td>Prevalence of preventable disease mortality</td>
</tr>
<tr>
<td>#/% of working-age adults currently covered by health insurance</td>
<td>Cancer</td>
</tr>
<tr>
<td>#/% of adults with a personal doctor or health care provider</td>
<td>Stroke</td>
</tr>
<tr>
<td>#/% youth adopting healthy eating and physical activity behaviors</td>
<td>Diabetes-related</td>
</tr>
<tr>
<td></td>
<td>Improvement in preventive care coordination between Neighborhood Network partner organizations, hospitals, and schools</td>
</tr>
</tbody>
</table>
Individual Client Outcomes

**Long-Term**
- #/% of households at or above 200% of the federal poverty level

**Interim**
- #/% of employment goals of working-age individuals met among people for whom the indicator is a goal:
  - #/% completed adult basic education
  - #/% completed skills training
  - #/% attained a credential
  - #/% with a job
  - #/% increased take home pay
  - #/% with better benefits and job skilling
  - #/% with access to childcare or transportation

- #/% of financial empowerment goals met among people for whom the indicator is a goal:
  - #/% established a safe line of credit, starting a credit history
  - #/% improved credit score
  - #/% reduced debt
  - #/% increased savings
  - #/% opened a bank account
  - #/% tax preparation providers
  - #/% establishing a retirement account
  - #/% saved a portion of earned income tax credit
  - $ tax returns/EITC

Community Outcomes

- #/% of families at or above 200% of the federal poverty level
- #/% of the labor force employed
- Improvement in service coordination and job placement pipeline between Neighborhood Network partner organizations and employers

**Community Outcomes**

- #/% of families at or above 200% of the federal poverty level
- #/% of the labor force employed
- Improvement in service coordination and job placement pipeline between Neighborhood Network partner organizations and employers

**COLLECTIVE IMPACT**

United Way of Metro Chicago and Neighborhood Network partners align resources and activities to create system changes

**United Way Activities & Investments**

- dollars invested
- # volunteer hours
- # and $ of in-kind donations
- # capacity building sessions offered (community engagement strategy, data training, Collective Impact development, program development)
- # United Way-led convenings

**Neighborhood Network Coalition Activities**

**Coalition Structure**
- # agencies actively participating
- # issue area working groups
- # and type of stakeholders engaged (CBOs, schools, elected officials, businesses, other community institutions)

**Systems Improvement**
- # organizations offering joint or complementary programming
- # programs developed/expanded to provide quality opportunities and environments

**Resource Development**
- # coalition-wide or multi-partner grants received
- dollars leveraged by coalition partners for joint work
United Way of Metro Chicago invests in basic needs support—food, shelter and safety from violence or abuse—for the whole region; focuses on proven strategies in education, financial stability and health in 60 high-need communities; and coordinates community action toward common goals in United Way Neighborhood Networks, improving individual lives, neighborhoods and our entire region.