

# **Measuring Results: The United Way of Metropolitan Chicago Experience**

**Wendy L. DuBoe**  
**Budgeting for Results Commission**  
**August 30, 2013**

# Today's Agenda

Overview – United Way Today

Transition to Aligned Measurement Systems Across Chicagoland

Key Learnings

Discussion

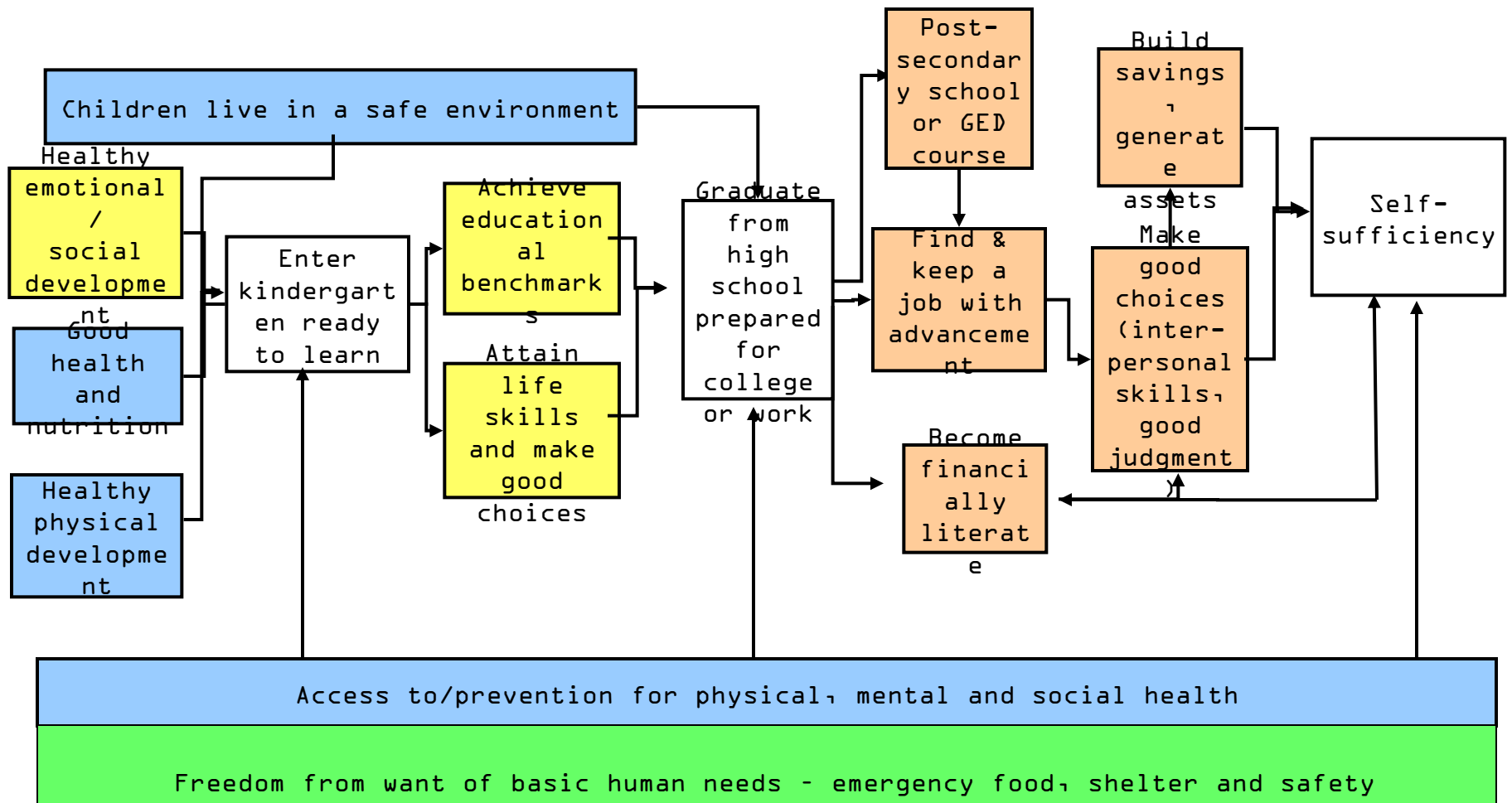
# United Way of Metropolitan Chicago Overview

UWMC is uniquely positioned as a driver of collective impact in the Chicago region based on our long-standing expertise in social services, extensive network of partners, volunteers and donors, and ability to implement region-wide strategies and neighborhood-specific solutions.

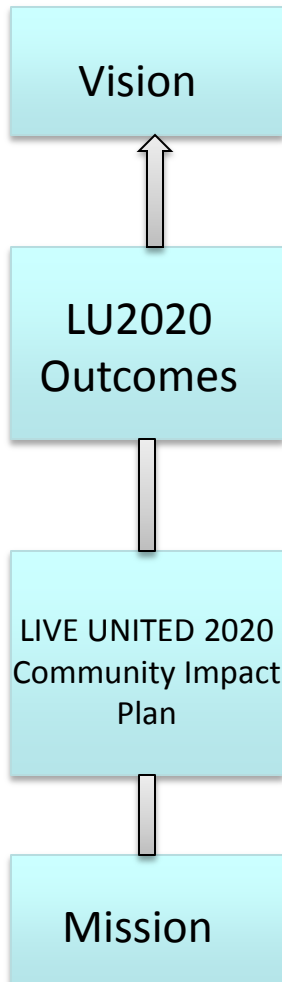


*UWMC is a strong, supportive thread within the fabric of the Chicagoland community.*

# UWMC Theory of Change: Education, Income and Health



# UWMC Impact Framework



Metropolitan Chicago is a region of thriving communities where all individuals & families are able to reach their full potential.

- **Help 50K underperforming middle school kids enter high school ready to succeed**
- Advance economic stability for 100K households
- Connect 200K people with available, preventative health services
- Answer approximately 1 million instances of crisis each year by providing food, shelter and freedom from violence

High-value targets based on \$100 M top line resources and reported agency results.



Improve lives by mobilizing people to invest in the community where their resources are needed most.

# Transforming Chicagoland Communities By Delivering Solutions in Education, Income, Health & Basic Needs

## Destination Graduation

### *Increase High School Graduates*

- Children enter kindergarten with appropriate academic and social foundation;
- **Middle school students enter high school on track to graduate**



## Basic Needs

### *From Crisis to Stability*

Move people from crisis to stability by providing food, shelter, and freedom from violence

## Earn It. Save It. Grow It.

### *Build Financial Stability*

People gain the income opportunities and financial tools to thrive •

## Healthy For Life

### *Improve Health & Wellness*

People develop healthy behaviors and improve overall health



# Education, Income & Health Services in 58 Communities of Greatest Need

We are partnered with 185 service agencies in 41 suburban and 17 city communities that align with our strategy and are able to deliver measurable results.

## Destination Graduation

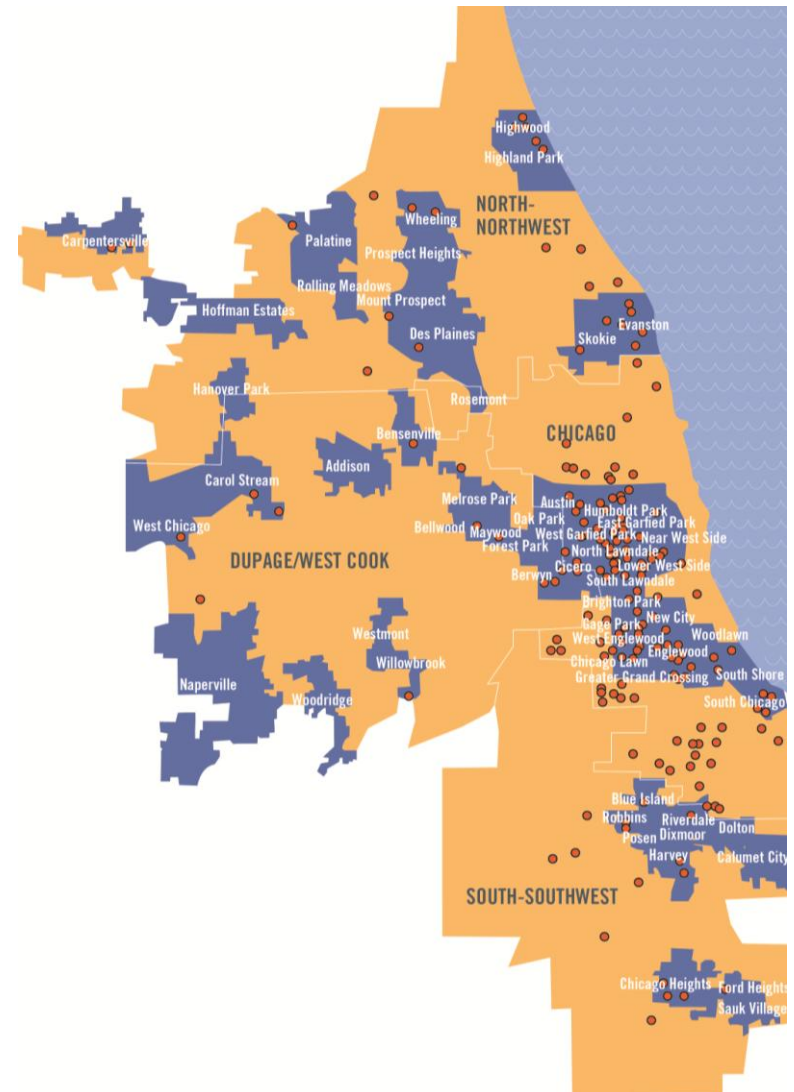
- High quality preschool and home visiting services
- Middle school on-site tutoring, mentoring, health and arts programs in community schools

## Earn It. Save It. Grow It.

- Job training & placement
- Access to tax assistance programs
- Financial education and asset building

## Healthy For Life





- Access to primary care
- Prevention of chronic disease





# Performance Indicators & Results

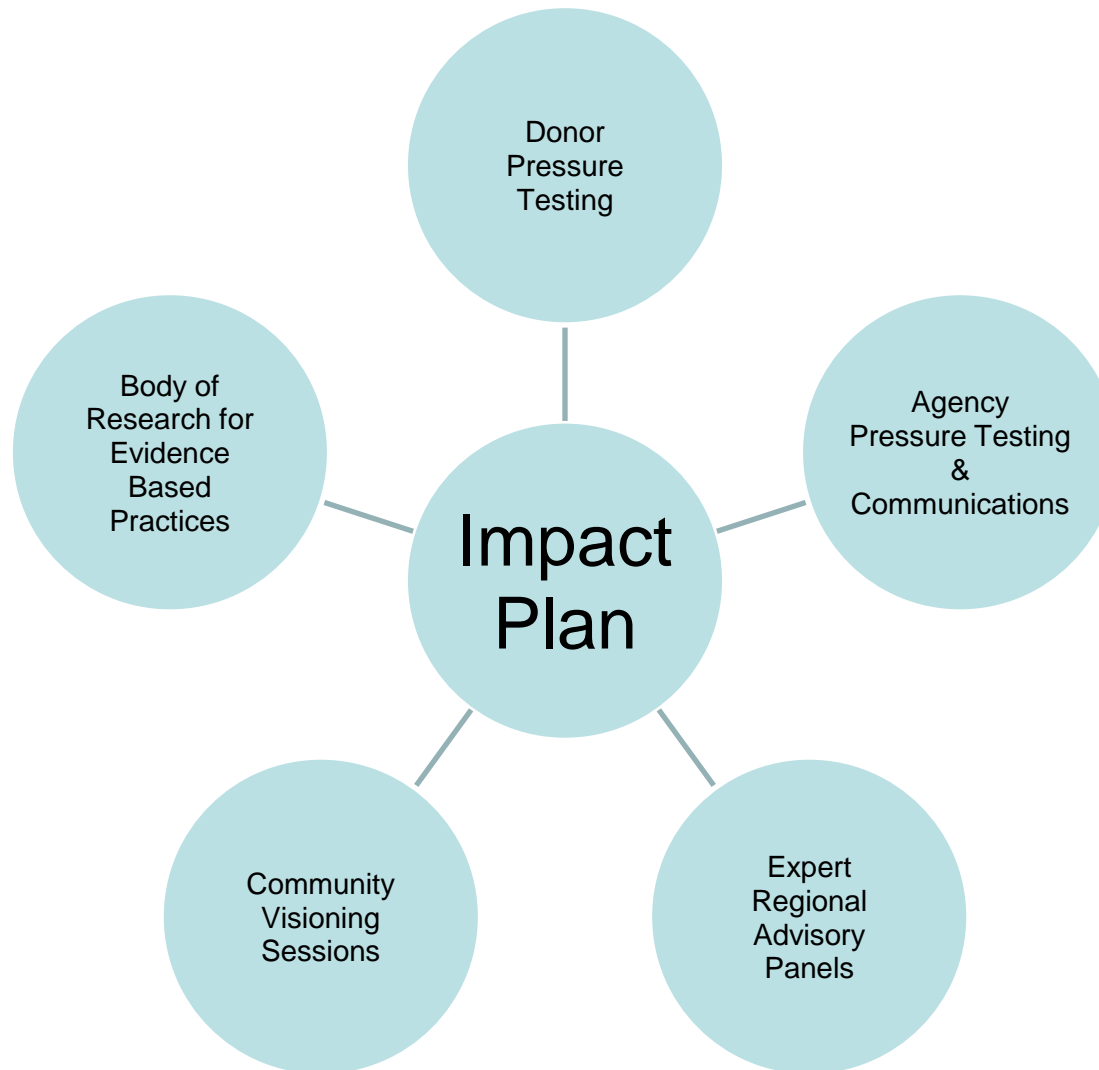
**On-Track To Change The Story By Reaching Over 1 Million People Each Year**

	OUR GOAL :	OUR RESULTS :	
<b>Education</b> DESTINATION GRADUATION	Help 50,000 underperforming middle school kids enter high school ready to succeed	<ul style="list-style-type: none"> <li>7,500 middle school students ready for high school success</li> <li>92% of these students were promoted to the next grade level</li> <li>95% of families of preschool children and 84% of families of middle-school children reported feeling more confident to support their children's learning at home</li> <li>10,177 kids ready for kindergarten</li> </ul> <i>(based on 1 year period*)</i>	
<b>Health</b> HEALTHY FOR LIFE	Connect over 200,000 people with available, preventative health services	<ul style="list-style-type: none"> <li>74,220 individuals connected with a primary care physician — 37k / year</li> <li>500,000 people reduced barriers to care (financial, language, location, knowing a provider)</li> </ul> <i>(based on 2 year period)</i>	
<b>Income</b> EARN IT. SAVE IT. GROW IT.	Advance economic stability for 100,000 households	<ul style="list-style-type: none"> <li>32,099 households improved financial stability — 16k / year               <ul style="list-style-type: none"> <li>9,325 unemployed people found jobs. Nearly 2/3 of them retained those jobs for at least 90 days</li> <li>22,774 households received income supports</li> <li>\$96 million in tax refunds through the free Volunteer Tax Assistance (VITA) program</li> </ul> </li> </ul> <i>(based on 2 year period)</i>	
<b>Basic Needs</b> FROM CRISIS TO STABILITY	Answer the crisis needs of approximately 1 million people every year by providing food, shelter and freedom from violence	<ul style="list-style-type: none"> <li>803,780 people in crisis received assistance               <ul style="list-style-type: none"> <li>75,251 people were provided with housing or financial assistance to stay in their home</li> <li>398,290 individuals received a meal or food from a pantry</li> <li>34,719 people found safety from violence</li> <li>295,520 people were prepared for disaster or had immediate needs met after a disaster</li> </ul> </li> </ul> <i>(based on 1 year period)</i>	

\* Education Initiative launched one year later than Income and Health



# UWMC Planning Driven by Key Stakeholders and Community Input



# United Way Transition to Measurable Impact

## From

Funded all areas of human services across 6-county region

Funding rose/fell based on annual campaign

Performance gauged by agency operations

Communication focused on list of agency partners

Value Proposition: Convenience/reliability in charitable giving

## To

Invest in key strategies in education, income and health in undeserved communities

Funding and agency partnerships based on ability to affect selected outcomes

Performance based on indicators

Communication focused on results

Value Proposition: Solutions to community issues

# Key Steps

- Developed high-value outcomes based on strategy
- Developed standard indicators to gauge progress based on research
- Consulted with agencies prior to finalizing indicators to ensure “implementable”
- Measurement Framework developed, published into investment plan and required for application

# Managing the Transition

- Communication with agency partners throughout via in-person forums, Web site, pressure testing
- Transition occurred in steps over 4-year period
- During transition, number of agency partners decreased as grants became more focused.
- However, agencies of all sizes remain in the mix
  - 60% of current agencies have budgets under \$5 million
  - 15% under \$1 million
  - Populations served continue to be low income and diverse
  - Almost 75% of clients served below FPL
  - 47% are African American
  - 35% are Hispanic
- Funding driving more significant collaboration

# Key Learnings

- Agency involvement
- Smaller agencies and capacity
- Mix of partners will change
- Communication mechanisms to lead change
- Now moving to benchmarks evaluating efficiency in delivering outcomes

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