



UNITED WAY
Ocoee Region

IMPACT REPORT 2025

**UNITED IS
THE WAY**

**AT UNITED WAY
OF THE OCOEE
REGION,**

we believe everyone
deserves the
opportunity for a
better tomorrow.





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BOARD OF DIRECTORS

EXECUTIVE COMMITTEE

Bill Martin, Chairman
Pinnacle Financial Partners

Bruce Bradford
Community Advocate

Dr. Linda Cash
Bradley County Schools

Nancy Casson
The Red Ribbon

Brenda Choate
Cormetech, Inc.

Kenneth Dew
Simmons Bank

Mike Griffin
Clev/Brad Chamber of Commerce

Matt Jenne
SmartBank

Erika Moore
BonLife Coffee Roasters

Chris Newton
Engineered Transportation Intl

Adam Osborne
HHM CPAs

Dr. Rubi Porter
Community Advocate

Cindy Slater
Bradley County Commission

Dr. Matthew Tolbert
Southern Adventist University

Andy Williams
Insurance Incorporated

Janice Baker
Community Advocate

Keith Barrett
Pinnacle Financial Partners

Milan Blake
Bradley County Commission

Lisa Bonadio
Cleveland Housing Authority

Danny Bradley
Whirlpool Call Center

Donna Calhoun
UT Extension - Polk

Dr. Phil Cook
Lee University

Gene Chastain
Life Care Centers of America

Danny Clark
Whirlpool Corporation

Andrew Dinsmore
Publix

Dr. Jeff Elliott
Cleveland City Schools

Joe Fivas
City of Cleveland

Tim Henderson
Cleveland Utilities

Carolyn Jackson
Community Advocate
Jackson Furniture



Nan Jenne
Attorney
Patriot Family Homes

Adam Lewis
Bradley County Government

Bill Moats
Ocoee Regional Health Corp

Ashlan Morelock
Community Advocate

John Moses
Pinnacle Financial Partners

David Parris
Rackley Roofing

Tim Poteet
Southern Heritage Bank

Art Rhodes
Church of God Benefits Board

Nate Tucker
Lee University

Matt Wiseman
Waypoint Financial Partners

UNITED IS THE WAY

Real change doesn't
happen by chance.

It's ignited when a
community comes
together with a shared
purpose and the
courage to build
something better.

- Bill Martin
Board Chair

POLK COUNTY Advisory Board

Candyce Bates

Sarah Berry

Donna Calhoun

Bryan Clary

Dr. Ryan Goodman

Sophia Lancto

Lynn McClary

Sally Moss

Jackie Rogers

Roy Thomason

THANK YOU, OCOEE REGION

As we reflect on 2025, we are filled with gratitude for the generosity, trust, and commitment shown by the Ocoee Region. Because of you – our donors, volunteers, partners, and advocates – lives were strengthened, families were supported, and hope was restored across Bradley and Polk counties. This year's impact is not simply a measure of dollars raised or hours served; **it is a testament to what is possible when a community chooses to stand united.**

Our legacy has always been rooted in collective action. Together, we continue to identify our region's most pressing needs, align resources strategically, and invest in solutions that create lasting change. Guided by our four bold goals – **breaking the cycle of poverty, meeting immediate basic needs, giving kids an equal chance to succeed, and building pathways to a healthy community** – we remain focused on moving the needle where it matters most.

In 2025, we took meaningful steps toward shaping the future of our work through the development of our **Stable Families Framework**. This program represents the next evolution of our impact – a coordinated, data-informed approach designed to strengthen families holistically. By aligning housing stability, childcare access, financial security, healthcare, and mental health support, we are building a system that doesn't only respond to crisis, but helps prevent it. **Stable families create stable communities, and that belief will guide our strategy in the years ahead.**

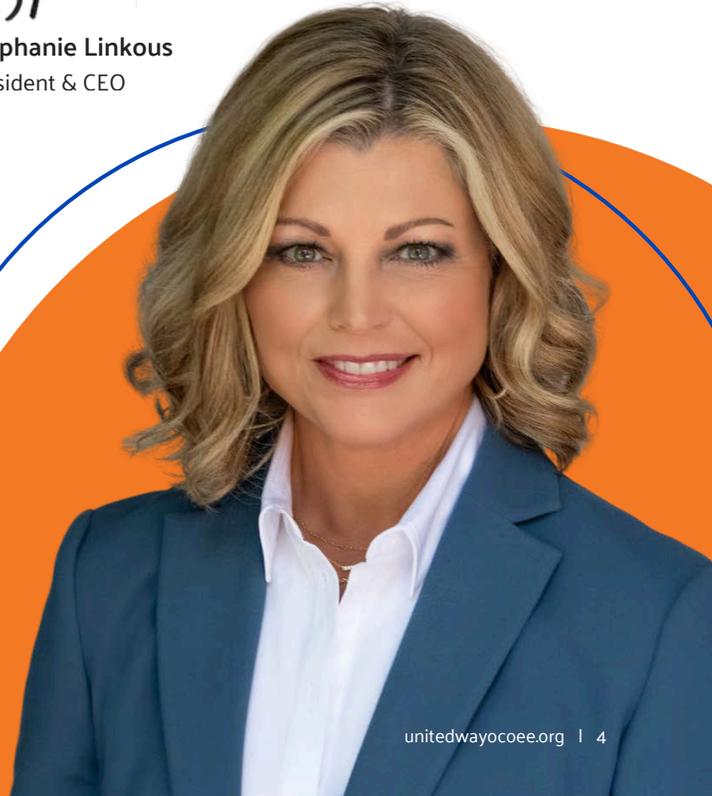
Our commitment to **measurable impact** continues to distinguish us. We steward donor investments with care by funding collaborative partnerships, strengthening nonprofit capacity, and leading a thoughtful, community-driven allocation process to ensure every dollar is translated to meaningful and sustainable results.

Innovation remains at the heart of our mission. As needs evolve, so do we. By embracing fresh ideas, forward-thinking strategies, and strong cross-sector relationships, we are positioning our region to thrive.

United Way is not simply an organization – it is a shared commitment to one another. The progress outlined in this report belongs to all of us, and the work ahead calls us to even greater collaboration. Together, we are building a community where stability is within reach for every family and opportunity is not limited by circumstance. I am inspired by what we have accomplished – and even more energized by what we will achieve next as we continue to shape our region in powerful ways.



Stephanie Linkous
President & CEO



UNITED IS THE WAY TO AMPLIFY IMPACT



MOBILIZING COMMUNITY. MAXIMIZING RESULTS.

United Way of the Ocoee Region stands as the leading nonprofit organization and the cornerstone of a strong, dependable safety net for Bradley and Polk counties. With deep community roots and a comprehensive understanding of local needs, we strategically prioritize impact areas to address the most pressing challenges facing our region.

Through disciplined stewardship of donor investments and grant funding, we direct critical resources to a trusted network of more than 36 nonprofit partners – collectively creating a lifeline for thousands of neighbors each year. As the convener and catalyst for this work, United Way identifies emerging needs, aligns community resources, and drives coordinated solutions that strengthen families and stabilize communities.

ENERGIZE. ENGAGE. ELEVATE.

Together with our partners, we advance a shared vision driven by four bold goals: **meet immediate basic needs**, **break the cycle of poverty**, **give kids an equal chance**, and **build pathways to a healthy community**. By leveraging strategic leadership, strong partnerships, and accountable investment practices, United Way delivers measurable, sustainable results that position the Ocoee Region for long-term success.



MEET IMMEDIATE
BASIC NEEDS



BREAK THE CYCLE
OF POVERTY



GIVE KIDS AN
EQUAL CHANCE



BUILD PATHWAYS
TO A HEALTHY
COMMUNITY

UNITED WAY 2025 IMPACT AT A GLANCE

47,342

residents across Bradley and Polk counties directly benefited from programs and services supported by United Way, reflecting the broad reach of our community efforts.

108

workplace partners and thousands of individual donors contributed vital resources, demonstrating a powerful community commitment to lasting change.

933

dedicated volunteers generously gave their time and talents, strengthening our network and multiplying our impact across multiple initiatives.

42

nonprofit programs delivered through 36 partner agencies were funded by United Way to meet our region's unique needs.

\$2.22M

invested strategically to address critical priorities identified within United Way's four impact areas.



UNITED IS THE WAY

stability becomes
the **standard** for every
family, not the exception.

BUILDING INNOVATIVE SOLUTIONS WITH LOCAL INSIGHTS

The Ocoee Region is growing. From new businesses to expanding industries, opportunity is on the rise across Bradley and Polk Counties. **But for almost one in two families, progress hasn't reached their front door.** Too many of the households in our region are living paycheck to paycheck – employed, yet still struggling to make ends meet, and one unexpected incident away from a spiral into poverty.

Every call to United Way tells a story. These calls reveal real-time insight into our neighbors' needs, the services that are making a difference, and the gaps where support may need to be bridged. Combined with data from United Way's exclusive CNIC (Community Needs Assessment Committee) and ALICE (Asset Limited, Income Constrained, Employed) Reports, we gain a clear picture of the challenges facing hardworking families in the Ocoee Region.

We use these unique insights to guide strategic investments, strengthen partnerships, and develop innovative programs rooted in the lived experiences of our community.



THE COST OF LIVING RISES.
WAGES CAN'T KEEP PACE.
ECONOMIC GAPS WIDEN.

ALICE LIVES HERE.

ALICE is an acronym for **Asset Limited, Income Constrained, Employed.**



IN SHORT, ALICE REPRESENTS OUR REGION'S WORKING FAMILIES.

ALICE data reveals a hard truth: **many households in our region earn above the poverty line but still can't afford the basics.** Rising costs for housing, childcare, and healthcare are outpacing wages, leaving working families stretched thin.

United Way of the Ocoee Region uses ALICE data to inform community conversations and guide action. We share these insights with local stakeholders, including government agencies, nonprofit partners, business leaders, and philanthropic organizations to deepen understanding of the urgent needs facing ALICE households and to create real pathways to financial stability for families in our community.

47%

ALICE IS 47% OF US.

Co-Workers. Neighbors. Caregivers. Service Providers.
Working hard every day – and still falling short.

And they can't wait. At United Way of the Ocoee Region, we're turning data into action for the families who keep our community running.

**UNITED IS
THE WAY
WE BUILD A
NETWORK OF
CARE AND
OPPORTUNITY FOR
EVERY NEIGHBOR.**



Survival budget for a family of four in the Ocoee Region is **\$82,272**, an increase of nearly \$18,000 in just a two-year period.

2025 ALICE KEY FINDINGS

UNITEDFORALICE.ORG

2025 Tennessee State Report

- While survival budget is more than \$82,000 per year, the current median household income in the Ocoee Region is \$60,607, **a gap of over \$20,000 for a family of four to cover the cost of their most basic monthly expenses.**
- Nearly 1 in 2 (47%) local families are considered in the ALICE population or below. This number is more concentrated in certain areas and populations. For example, **75% of those living in East Cleveland**, and an average of **78.5% of single female-headed households** in the Ocoee Region are ALICE or below.



UNITED IS THE WAY TO TURN DATA INTO DIRECTION



CNIC Because when we understand needs clearly, we can respond boldly – and build a stronger Ocoee Region.

The Community Needs Identification Committee (CNIC) is where listening becomes action. Through ongoing data review, community feedback, and trend analysis, CNIC identifies the most urgent and emerging challenges facing the Ocoee Region. Their work ensures our decisions aren't based on assumptions, but on evidence.



FROM INSIGHT TO IMPACT

We take this responsibility seriously and every dollar entrusted to United Way is invested with purpose. CNIC findings directly shape our grantmaking and funding priorities, guiding resources toward solutions that create lasting, measurable change. This is how we move beyond temporary relief and invest in long-term stability for families in our community.



2025 Community Needs Identified

- Stable Housing
- Access to Quality Childcare
- Access to Healthcare
- Mental Health and Substance Misuse



Emerging Community Needs

- Transportation
- Domestic Violence
- Aging Population Needs
- ESL/Language Support Services

2025 CNIC COMMITTEE

Donna Calhoun
UT Extension - Polk

Chris Newton
Engineered Transportation Intl

Jim Nowack
Community Advocate

Danielle Seals
Clev/Brad Chamber of Commerce

Dr. Matthew W. Tolbert
Southern Adventist University

Dr. Ruthie Wienk
Lee University

Stephanie Linkous
Shawna Staup
Hailey Wood
UWOR



2025 CNIC REPORT



BEYOND STATISTICS

REAL BARRIERS TO STABILITY

CNIC PRIORITY AREAS

TOP TAKEAWAYS



Stable Housing

Housing costs are overwhelming many families.

45% of renter households in Bradley County and 42% in Polk County are housing-cost burdened – spending 30% or more of their monthly income on housing.



Access to Quality Childcare

Childcare is consuming a growing share of income.

Families earning the median household income in Bradley County spent 40% of their monthly income on childcare last year – a 13% increase from 2024.



Access to Healthcare

Too many low-income residents are uninsured.

In Polk County, 30% of low-income individuals are uninsured, while over 20% in Bradley County lack coverage. In fact, Polk ranks 93rd out of 95 Tennessee counties for the highest percentage of uninsured individuals.



Mental Health and Substance Misuse

Gaps in access and affordability remain significant.

In Polk County specifically, the ratio of individuals to mental health providers is 6.5 times higher than the state average, ranking 86th out of 95 counties for adequate coverage.

A stable, resilient, and prepared community empowers its families, giving them the resources and confidence to thrive even in times of crisis.

UWOR'S FOUR FOCUS AREAS DRIVE **STABILITY**

UNITED IS THE WAY TO MEET IMMEDIATE BASIC NEEDS

When our neighbors - no matter their socioeconomic status - are devastated by natural disasters, acts of violence, homelessness, mental health concerns, hunger or grief, United Way and our partners are prepared to mobilize critical services that stabilize short-term crises.



COMMUNITY PARTNERS

- Harbor Safe House
- Foundation House Ministries
- Legal Aid of East Tennessee
- Ocoee Outreach, Inc.
- UWOR - Ocoee Connect
- Polk Resource Hub
- Community Kitchen

INVESTED
\$482,000

7,313
INDIVIDUALS SERVED

CNIC PRIORITIES



Stable
Housing



Affordable
Healthcare



Mental Health and
Substance Misuse

UNITED IS THE WAY TO BREAK THE CYCLE OF POVERTY

United Way of the Ocoee Region and our partners go beyond addressing immediate needs to tackle the root causes of financial hardship. By equipping families with practical budgeting tools, financial education, and personalized support, we help individuals move from short-term survival to long-term stability, creating clear pathways toward financial independence and a stronger future for our entire community.



COMMUNITY PARTNERS

- City Fields
- Crescendo Living Ministry
- Family Promise of Bradley County
- Free 2 Fly
- Habitat for Humanity of Cleveland, Inc.
- UWOR - Housing United
- The Caring Place



CNIC PRIORITIES



Stable
Housing



Affordable
Healthcare



Quality
Childcare



Mental Health and
Substance Misuse



OPPORTUNITY FOR ALL

A stable community is one where everyone has the opportunity to earn a living wage, build savings, and achieve lasting economic independence and upward mobility.

UNITED IS THE WAY TO GIVE KIDS AN EQUAL CHANCE

We believe every child deserves a strong start and an equal chance to succeed. When children have access to quality early childhood education, they are far more likely to graduate high school on time – opening doors to meaningful careers, healthier lives, and brighter futures. A strong beginning doesn't just change one child's story; it transforms families and strengthens our entire community.



COMMUNITY PARTNERS

- The Caring Place
- FLIP - Feeding God's Lambs
- Benton United Methodist Church - Sac Pac
- The HOPE Center - Children's Advocacy
- Copper Basin High School Crisis Closet
- Boys and Girls Clubs of the Ocoee Region
- Ludic Spectrum Center
- YMCA - Childcare and YCAP
- CASA of Bradley County
- UWOR - Imagination Library
- Imagination Library of Polk County
- Nurture the Next

CNIC PRIORITIES



Affordable Healthcare



Quality Childcare

INVESTED
\$577,500

9,486
INDIVIDUALS SERVED

A stable community invests in the next generation, ensuring families can access high-quality, affordable childcare and every child walks into the classroom prepared to thrive.



A stable community ensures everyone has access to nutritious food, and quality, affordable healthcare, creating the foundation for lifelong health and well-being.



UNITED IS THE WAY TO BUILD PATHWAYS TO A HEALTHY COMMUNITY

Where you live should never determine how well you live. By removing barriers to medical and dental care, expanding wellness programs, and increasing access to nutritious food, we're building a healthier, more stable community for everyone.



COMMUNITY PARTNERS

- A Step Ahead
- Bradley Cleveland Public Education Foundation
- Bradley Prevention Coalition
- Centerstone of Tennessee, Inc.
- Cleveland Lions Club
- Karis Community Health - Medical and Dental
- New Hope Pregnancy Care Center
- On Point
- OrphanWise
- Ronald McDonald House Charities
- Walter E. Boehm Birth Defects Center, Inc.
- Medical Foundation of Chattanooga



CNIC PRIORITIES



Affordable
Healthcare



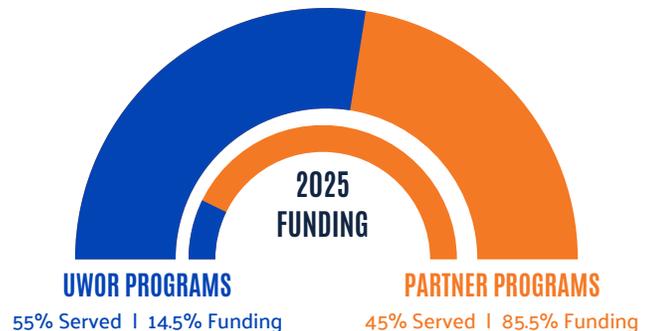
Mental Health and
Substance Misuse

UWOR DIRECT SERVICE PROGRAMS DELIVER BOLD IMPACT

UNITED IS THE WAY TO BRIDGE THE GAP

In addition to the valued partner agencies supported through our collaborative allocation process, United Way of the Ocoee Region goes further – stepping in to close critical service gaps through five strategic internal programs developed in direct response to community needs. In 2025, UWOR’s internal initiatives served 55% of all individuals reached, while receiving just 14.5% of United Way’s total funding allocation.

47,342 TOTAL INDIVIDUALS
SERVED IN 2025



Housing United
Rapid Rehousing
Based Program



Ocoee Connect
Referral Hotline and
Resource Navigation



Read United
Imagination
Library



AmeriCorps
VISTA
Program



William Hall Rodgers
Christmas Food
Basket Program

HOUSING UNITED

A KEY TO STABILITY

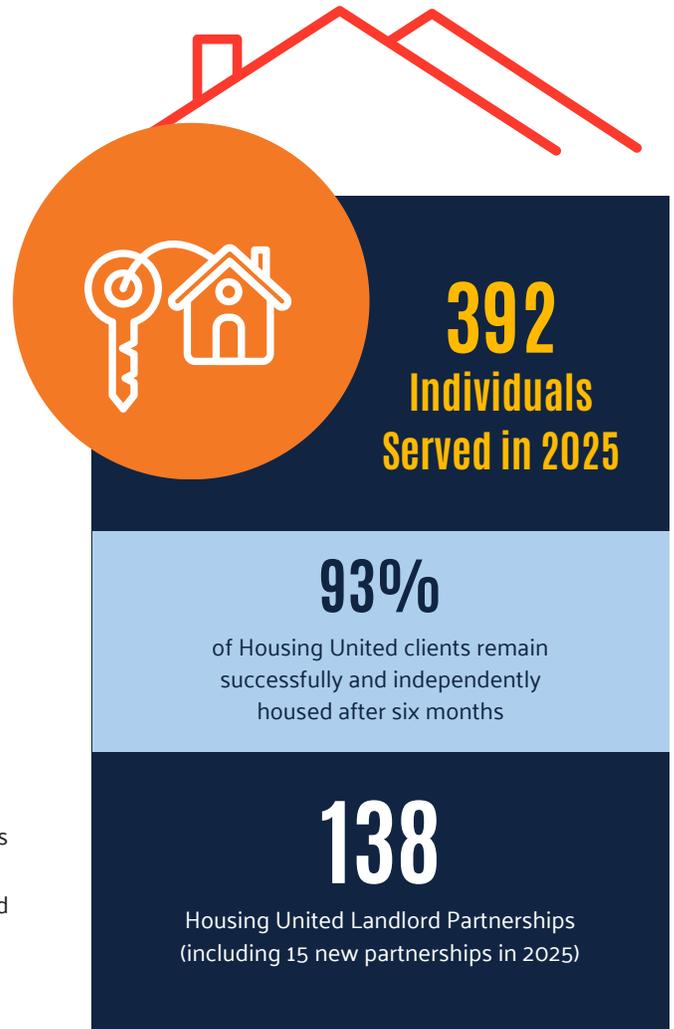
Housing United is a collaborative, research-driven rapid rehousing-based program created in response to the critical and recurring need for housing stability in our community.

By prioritizing stable housing alongside ongoing support, programs like Housing United deliver measurable, positive outcomes. Our approach helps prevent eviction, rapidly transition individuals and families from homelessness to housing, and provides the resources necessary to ensure self-sufficiency.

UNITED IS THE WAY TO A PLACE TO CALL HOME

United Way's **Housing Navigator** partners with landlords to maintain an inventory of available rental units, address screening barriers, and connect clients with safe, stable housing.

In addition, the program offers income-based workshops, flexible security deposit and short-term rent assistance, and mitigation funds that give landlords protection during the first year of tenancy. By combining landlord engagement with client support, Housing United ensures faster housing placement and promotes rental stability for both tenants and property owners.



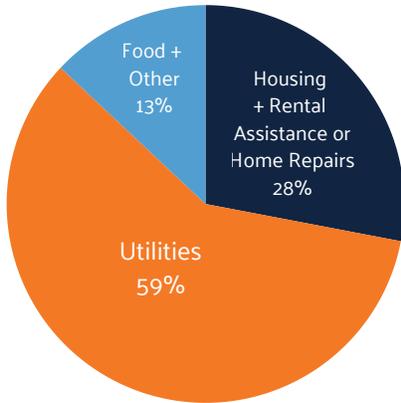
**HOUSING
UNITED**

Home is not just a place, it's a
sense of safety, belonging,
and possibility.

Ocoee Connect Help Starts Here



Ocoee Connect is the region's leading resource and referral hotline – a lifeline for neighbors facing crisis. Through partnerships like Cleveland Utilities' Project Round Up and Chattanooga Gas' Energy to Give programs, we provide critical utility assistance when it's needed most. Beyond utilities, Ocoee Connect links thousands of neighbors each year to a variety of essential services, so no one has to navigate hardship alone.



Ocoee Connect

4,018

Individuals Assisted by
Ocoee Connect in 2025

Putting Ocoee Connect Data to Work

Data collected through Ocoee Connect calls provides real-time, localized insight into the most pressing and emerging needs across the Ocoee Region. These evidence-based insights inform impact priorities, resource development, and long-term planning, ensuring our strategies are responsive, targeted and measurable.

KEY UTILITY ASSISTANCE PARTNERS



QUICK STATS

\$1,419,698

Invested Locally through
Ocoee Connect since 2020

\$276.69

Average Utility Assistance
per Household

BEYOND STATISTICS

THE HUMAN SIDE OF THE NUMBERS



LOCAL FOOD RELIEF REAL-TIME RESPONSE

Leading the Way Amid the 2025 Federal SNAP Pause

In November 2025, thousands of families across the Ocoee Region faced sudden uncertainty as federal SNAP (Supplemental Nutrition Assistance Program) benefits were temporarily paused. SNAP provides essential food support, and when those benefits are interrupted, the impact is immediate – affecting households, schools, local businesses, and the broader community.

**United Way of the Ocoee Region
mobilized quickly to strengthen the
safety net for Bradley and Polk Counties.**

Our Ocoee Connect hotline partnered with local agencies to scale support and connect families to critical resources. We represented our service areas in several statewide forums and convened nonprofit, faith-based, business, media, and government partners across the region to coordinate immediate relief that ensured no one in our community went hungry.

To further align relief across the region, we surveyed community partners and launched a centralized online food relief hub that provided real-time guidance and direct opportunities to both give and receive support.

Through these efforts, the Ocoee Region rallied – showing that even in times of crisis, a coordinated, compassionate response can make a measurable difference in the lives of local families who need it most.



FAST TO ACT, FIRST TO SERVE

UNITED IS THE WAY

to mobilize resources, connect
neighbors, and rally our community.

UNITED IS THE WAY TO SHAPE GENERATIONS

AMERICORPS VISTA

United Way facilitates the federally funded AmeriCorps VISTA (Volunteers in Service to America) program in the Ocoee Region – one of more than 40,000 AmeriCorps programs operating nationwide. Through this initiative, UWOR strengthens local nonprofits while empowering emerging leaders to make a lasting impact in their communities. Despite program eliminations and a prolonged federal pause in 2025, AmeriCorps Ocoee sustained an impressive 96% success rate.



**BUILDING CAPACITY.
FIGHTING POVERTY.**

Planting Seeds for Stronger Communities

The UWOR AmeriCorps team recruits students, recent graduates, and young professionals to commit to a one-year VISTA term of service with a local nonprofit organization. During their term, VISTAs focus on building capacity by developing systems, expanding programs, securing resources, and creating sustainable solutions that combat poverty.

Leadership Through Service

During their term, VISTAs gain meaningful professional experience, leadership development, and a deeper understanding of the root causes of poverty. At a pivotal stage in their careers, they receive hands-on exposure to the power of civic engagement and community service, preparing them to become lifelong advocates and leaders in their fields.



VISTAs contributed
27,495 hours of
service in 2025

\$452,298

generated by VISTAs for partner agencies
in our community in 2025

27 VISTAS SERVED 19 AGENCIES IN 2025

City Fields
The Caring Place
CASA of Bradley & Polk Counties
Foundation House Ministries
Fellowship of Christian Athletes
Karis Community Health
Boys & Girls Club of the Ocoee Region
Museum & Cultural Center at Five Points
Youthforce
Junior Achievement
Ocoee Outreach
Family Promise
Lee University
Imagination Library | Housing United
Family Resource Agency
United Way of McMinn & Meigs Counties
United Way of the Ocoee Region
Y-CAP (YMCA)

“

You can never get enough books into the hands of enough children.

- Dolly

READ UNITED

Through our Read United initiative, UWOR proudly funds Dolly Parton's Imagination Library in Bradley County. Regardless of household income, the program delivers high-quality, age-appropriate books each month to children from birth through age five – building strong literacy foundations from the very start.

In 2025, UWOR **enrolled 4,816 children** and **mailed 48,965 books**, filling homes across our community with stories that spark imagination and nurture a lifelong love of reading.



Celebrating
— 20 YEARS —

United Way celebrated 20 years of facilitating Imagination Library in Bradley County in 2025 – nearly 16,000 children have graduated the program over the last two decades, opening the door to a lifetime of learning.



WILLIAM HALL RODGERS

During the Great Depression, William Hall Rodgers launched a Christmas food basket fund in Cleveland.

With the support of our community, UWOR is still making spirits bright through this namesake program by coordinating, packing and distributing hundreds of food boxes to our community's most vulnerable every holiday season.



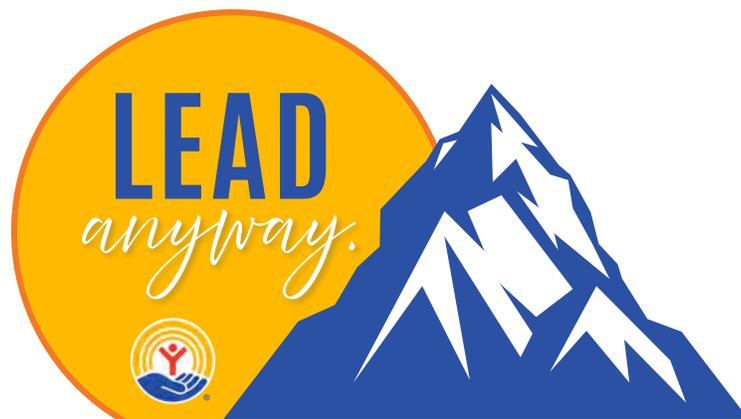
712 FOOD BOXES

distributed for Christmas 2025

1,675 INDIVIDUALS SERVED



Centered on the theme “**Lead Anyway,**” and inspired by Mother Teresa’s timeless “**Anyway**” poem, the Summit invited attendees to embrace courageous leadership in the face of complexity and challenge. Participants were encouraged to act with boldness, creativity, and unwavering purpose – choosing to lead not because it is easy, but **because it matters.**



LEAD UNITED NONPROFIT SUMMIT

A United Way Center for Social Impact initiative offering training and professional development for nonprofits.

In November 2025, more than 100 changemakers gathered for the second biennial **Lead United Nonprofit Summit** – bringing bold ideas, fresh perspective, and an unmistakable energy to the room.

Throughout the Summit, dynamic speakers and thought-provoking panel discussions sparked meaningful conversation and practical insight. Participants connected across organizations, shared real-world strategies, and strengthened the collaborative spirit that drives our United Way network forward. The result was more than a one-day event; it was a powerful reminder that leadership is not about position, but action. **And together, we may dare to lead anyway.**

GUEST SPEAKERS and PANELISTS

- Dr. Ruthie Wienk** - Lee University
- Maria Herrero** - Hispanic Community Liaison | Cleveland City Schools
- Valerie Bachert, RN** - Ocoee Regional Senior Resource Network
- Adam Osborne** - HHM CPAs
- Michael Stone** - AI Expert | Public Education Foundation
- Naomi Asher** - The Maven Consulting

UNITED IS THE WAY TO VOLUNTEER

United Way leads signature volunteer events each year and provides customized and on-the-go service opportunities that connect individuals to causes they care about, and organizations to meaningful community needs aligned with their values.

SIGNATURE VOLUNTEER EVENTS



- Impact Fund Allocation Panels
- Make a Change Day
- Day of Action - our community's largest organized volunteer event
- Celebrity Bagging
- William Hall Rodgers Christmas Food Basket Program

CUSTOMIZABLE VOLUNTEER EXPERIENCES



Based on each individual or corporate partner's interests and priorities, UWOR tailors volunteer experiences to advance one or more of our agency's four bold goals. Opportunities range from organizing donation drives to engaging in hands-on projects, and supporting partner agencies or fundraising efforts.

EXCLUSIVE SERVICE-TO-GO OPPORTUNITIES



Service-to-Go offers flexible, turnkey volunteer experiences designed to fit seamlessly into your workday. UWOR provides the project plan, supplies, and instructions – your team simply brings the energy. Activities are completed right at your place of business, making it easy to engage employees without disrupting daily operations.



30,677

Total Volunteer Hours
in 2025 (933 volunteers)

\$1.06M*

monetized value
poured directly into
our community

*According to the Nonprofit Leadership Center, one volunteer hour equates to \$34.79 (2025)



THE POWER OF SHOWING UP

More than 60 million Americans volunteer each year, contributing billions of hours of service valued at hundreds of billions of dollars, proving volunteerism isn't just generous - it's transformational.

United Way is more than a name;
it's our mission and the way forward.
Thank you for serving alongside us.



IMPACT REPORT AND AWARDS

CELEBRATION

UNITED IN PURPOSE

A record of more than 285 United Way advocates gathered in March 2025 to celebrate what's possible when a community comes together. We honored deserving award recipients, recognized fundraising achievements, and highlighted the powerful impact made across the Ocoee Region.



2024 Campaign
Co-Chairs
**Nate Tucker and
Adam Osborne**



EVENT SPONSORS



Family and friends of **Karen Liner** accepted the Charlotte Thorogood Woman of Impact Award on her behalf, celebrating her lasting legacy of leadership, compassion, and service to our community.

WILLIAM F. JOHNSON SR. COMMUNITY SERVICE



JANICE BAKER, COMMUNITY ADVOCATE

The William F. Johnson Award recognizes an outstanding volunteer who has demonstrated continuous service.

CHARLOTTE THOROGOOD WOMAN OF IMPACT



KAREN LINER, BENDER REALTY

The Charlotte Thorogood Award honors a female leader who has effected change through outstanding service.

LT. COL. JIM TUCKER NONPROFIT LEADERSHIP



EVA VANHOOK, FAMILY PROMISE OF BRADLEY COUNTY

The Lt. Col Jim Tucker Award recognizes a nonprofit leader who has demonstrated outstanding commitment to service.

YOUNG PROFESSIONAL OF THE YEAR



ADAM OSBORNE, HHM CPAS

The Young Professional Award honors a young leader who demonstrates exceptional dedication to community impact.



RESOURCE DEVELOPMENT IMPACT FUND

\$4,178,546 IN TOTAL COMMUNITY SUPPORT

Day of Action kicked off our 2025-26 Resource Development season in July when 2025 Campaign Co-Chairs **Andy Brown** and **Logan Young** led a memorable day of volunteerism and challenged our community to come together to raise at least \$1.6 million to benefit the Ocoee Region.



ANDY BROWN

William J Brown
& Associates, PLLC

LOGAN YOUNG

First Horizon



2025 CAMPAIGN CO-CHAIRS



OCOEE REGION IN ACTION

▶ WATCH THE RECAP



WHAT A DIFFERENCE A DAY CAN MAKE

490+ Volunteers

28 Sites

1,960+ Service Hours



ONE DAY, \$68,000 IN MONETIZED SERVICE DELIVERED

CORPORATE CAMPAIGNS WORKPLACE GIVING WORKS



United Way mobilizes the power of corporate philanthropy – bringing companies and their employees together to invest in the community they call home.

Workplace campaigns are a cornerstone of our Campaign, providing critical funding to support local programs and services throughout the Ocoee Region.

When employers offer meaningful, convenient ways for employees to give, the benefits go far beyond the dollars raised. Research shows that workplace giving strengthens employee engagement, deepens mission alignment, improves retention, and boosts morale and job satisfaction.

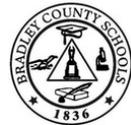


108 Workplace Campaigns
contributed more than

\$1.02M

to the United Way
Community Campaign
in 2025

2025 TOP 15 WORKPLACE CAMPAIGN PARTNERS



COMMUNITY PARTNERS

CHAMPIONS OF CHANGE

100 Black Men of Bradley County
AbbVie, Inc.
ABCOR Packaging
Advanced Photographic Solutions
Amazon CHA2
AT&T
Banyan Family Night Clinic
BD Planning Partners
Beaty Fabricating
Berry Engineers
Best Buy Metals
Best Roofing
BMO Financial Group
BonLife Coffee Roasters
Boundless Moving Company
Boys and Girls Clubs of the Ocoee Region
BCPEF
Bradley County Master Gardeners
Bradley County Commission
Bradley County Employees
Bradley County Schools
Bright Funds
Brown Stove Works
Builtwell Bank
Caterpillar Foundation
Chattanooga Gas
Church of God International Offices
Church of God of Prophecy
City of Cleveland Employees
Cleveland Apple Festival
Cleve/Bradley County Teachers Credit Union
Cleveland City Council
Cleveland Bradley Chamber of Commerce
Cleveland City Schools
Cleveland Country Club
Cleveland Daily Banner
Cleveland Family YMCA
Cleveland State Community College
Cleveland Utilities
Cleveland Utilities Project Roundup Grant
Coca Cola Consolidated
Coca-Cola Bottling Co. United
Copperhill Brewery
Cooper & Cooper of Raymond James
Cornmetech, Inc.

CPQ Professional Imaging
Crye-Leike Realtors
Delta Airlines
Domino's Pizza
Domtar/Resolute Forrest Products
Duracell
Dynamic Group Management/Marriott
Easy Auto
Eaton Corporation
Edward Jones
Elder's Ace Hardware
Enterprise Mobility
Erlanger
Express Athletics
Family Resource Agency
First Financial Bank
First Horizon Bank
Food City
George R. Johnson Foundation
Grace Point Church
Harry's Stores
HCA - Caring for the Community
HHM CPAs
Impressions of Cleveland
Insurance Incorporated
Jacks Family Restaurant
Jackson Furniture Industries
JHM CPAs
Jones Management
KACE Properties
Keep Cleveland & Bradley Beautiful
Keith Street Animal Clinic
Lamar McKenzie State Farm
Lee University
Legal Aid of East Tennessee
Life Care Centers of America
Logan-Thompson, P.C.
Mars Chocolate North America
McDonald's (Smith Management)
McKee Foods
Mix 104.1 WCLE
Mohawk Industries
Mtn View - A Watson Family Dealership
MTSU Middle TN State University
Nelson Custom Builders

O'Reilly Auto Parts
Old National Bank
Old Navy
Paul's Liquor
Pentecostal Theological Seminary
Pinnacle Bank
Polk County Dept of Education
Polk County Road Department
Publix Supermarkets
Rackley Roofing
Re/Max Experience
Red Hot Liquor
Regions Bank
Revive Aesthetics
River Counties Assoc of Realtors
Riverstone Wine, Spirits, and Brew
Ronald McDonald House Charities
of Greater Chattanooga
Rotary Club of Cleveland
Salvation Army of Cleveland
Shaw Industries
Simmons Bank
SmartBank
Solenis
Southern Company Gas
Southeast Bank
Southeastern Container
Southern Heritage Bank
Sunrise Rotary
T-Mobile
Target
Tarver Distributing
Telligen
Tennessee Board of Regents
Terra Running Company
The Flooring Center
The Hershey Company
Trinity Foundation
TriStar Trucking
Tristate Warehouse
Triumph Sheets
Truist Bank
Tucker Foundation
United Community Bank
United Health Group

Unum
UT Battelle
(Oak Ridge National Laboratory)
VEC - Volunteer Electric Cooperative
Vitruvian Health -
Bradley Medical Center
Waller Family Fund
Waypoint Financial Partners
West End Productions
Whirlpool Corporation
Whit's Frozen Custard
Wine Savvy NYC
Whole Life Solutions / Transamerica
William J. Brown & Associates
Wind River Build
Wright Brothers Construction
Youth Leadership Cleveland -
Cleveland Bradley Chamber

UNITED IS THE WAY

Employees who feel their work has purpose through opportunities to give back are **87%** more likely to be engaged at work.

SIGNATURE FUNDRAISERS

DRIVING CONSISTENT IMPACT

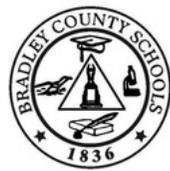


Year after year, our signature events engage supporters, inspire participation, and raise critical funds that supplement workplace campaigns and major affinity group fundraisers.

WHIRLPOOL APPLIANCE SALE



Hosted by **Whirlpool Corporation**, the annual public appliance sale raised \$104,602 in 2025. With a dollar-for-dollar match from the Whirlpool Foundation, a record-breaking \$209,204 was reinvested into the Ocoee Region – making it one of our most successful fundraisers ever.



MAKE A CHANGE DAY

In partnership with **Bradley County Schools**, this student-led initiative empowers over 10,000 students to collect spare change for programs supporting their peers. Corporate sponsors and affiliate groups helped prepare supplies, contributing \$12,542 in 2025.

CELEBRITY BAGGING



A long-standing regional favorite, local celebrities and volunteer teams bag groceries and collect tips at **Food City** on Ocoee Crossing to benefit United Way programs, connecting fun with fundraising.



GIVING TUESDAY + UNITED WAY BLEND

To celebrate the national generosity movement, **BonLife** developed an exclusive “United Way Blend” coffee, with a portion of sales supporting UWOR.

UNITED COOKIE CRUNCH



Whit's exclusive custard flavor contributed proceeds to UWOR in 2025, turning a sweet treat into meaningful impact.






Record-Breaking Volunteer Participation and Funds Raised

\$12,162

For the fourth consecutive year, UWOR and our local Food City earned 1st place among 33 stores across the Southeast region for most funds raised.

2025 Winning Team

BEST BUY METALS





Affinity Groups turn passion into action, connecting people to inspire change, amplify impact, and build a stronger community.

AFFINITY GROUPS AND GIVING CIRCLES

At UWOR, we are driven by a passion for connecting people who want to make a difference. Our Affinity Groups provide dynamic spaces for like-minded community members to engage, amplify their impact, grow professionally, and channel their passion for giving back. These dedicated supporters inspire their peers and harness their networks to drive meaningful change.

In 2024-25, leadership donors contributed over \$555,838 to fuel UWOR's initiatives, empowering our mission and creating lasting impact.



ALEXIS DE TOCQUEVILLE SOCIETY

The Tocqueville Society is United Way's premier giving network, comprised of donors who make an annual gift of \$10,000 or more, setting a trailblazing example of leadership giving for our community.



PILLAR SOCIETY

The Pillar Society exemplifies the spirit of our community and a commitment to philanthropy in its most generous form. This group of \$1,000+ annual leadership donors signifies the stabilizing force behind UWOR's annual community campaign.



WOMEN UNITED

The purpose of Women United is to inspire, educate and encourage female leaders to effect change in our community through philanthropy.



YOUNG PROFESSIONALS CIRCLE (YPC)

The mission of the Young Professionals Circle is to encourage professionals to build community through philanthropy, volunteerism, leadership and giving.



YPC builds leaders through professional development, relationships and service.



2025-26 YPC LEADERSHIP CABINET

Whitney Proctor | Andrew Dinsmore

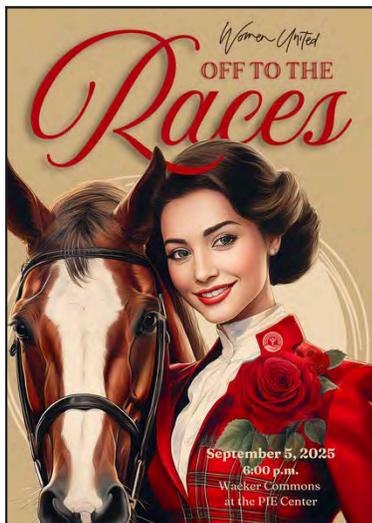




WOMEN UNITED GALA

Off to the Races - A Royal Cleveland Polo Soiree

Big hats, bold bids and record-breaking generosity. In September 2025, more than 300 supporters packed the room for the annual Women United Gala – UWOR's largest signature fundraiser – shattering records during the “most exciting 10 minutes in fundraising.”



The 2025 theme - **Off to the Races** - celebrated our region's legacy of polo, and raised auction paddles and sponsorships totaling a record-breaking \$290,000. **Women United has now raised over \$1.5 million in total funds to benefit United Way.**

Women United

EVENT SPONSORS

PALLADIUM

BonLife Coffee Roasters
First Horizon Bank
HHM CPAs
Impressions Catering

MEDALLION

Coca-Cola Consolidated
Copperhill Brewery
Cornetech
Erlanger Health System
Isbill Floral Gallery
Red Hot Liquors - Rupin Shah
Tarver Distributing
Vitruvian Health - Bradley Medical Center
West End Productions, NY

PLATINUM

BCPEF
Bultwell Bank
Carolyn Jackson
Chattanooga Bourbon Society
Cindy Slater
Cleveland Utilities
Easy Auto
The Flooring Center, Inc.
Insurance Incorporated
JHM CPAs
KACE Builders
Lee University
Tanya and Michael Mazzolini
Old National Bank
Pinnacle Bank
Southern Heritage Bank
Tucker Foundation
William J Brown & Associates PLLC
Wright Brothers Construction Company



OFF TO THE RACES
▶ WATCH THE RECAP



LEADERSHIP GIVING PILLARS OF OUR COMMUNITY

Leadership Giving Societies celebrate our donors who annually give \$1,000 or more. This group exemplifies the spirit of our community and an extraordinary commitment to philanthropy in its most generous form.

PILLAR SOCIETY UNCORKED

An exclusive Wine Masterclass led by Wine Savvy NYC was hosted to honor Pillar Society members in April 2025.



ORDRE DE LIBERTE: \$25,000 AND ABOVE

Mr. and Mrs. Bob and Susan Card
Mr. and Mrs. Robby and Jenny Card
Mr. and Mrs. Bill and Nancy Frey
Mrs. Becky Jabaley
Mrs. Carolyn Jackson

MEMBRES DE LA SOCIETE: \$10,000-\$24,999

Mr. and Mrs. Bruce and Debbie Bradford
Ms. Sherry Keller Brown
Mr. and Mrs. Tom and Lindsey Burgess
Mr. and Mrs. Randy and Amy Dummer
George R. Johnson Family Foundation
Mr. and Mrs. Mark and Beverly Johnson
Mr. Sam McReynolds
Mr. Jack Milne, Jr.
Mr. and Mrs. Jeremy and Erika Moore
Mr. and Mrs. Davis and Ashlan Morelock
Mr. and Mrs. Adam and Amanda Osborne
Mr. and Mrs. John and Margaret Sheehan
The Tucker Foundation
Mr. and Mrs. Matt and Gillian Wiseman
Mr. and Mrs. Steve and Lou Ann Wright

LOUISE MILLS SOCIETY: \$5,000-\$9,999

Mr. and Mrs. Kelvin and Angela Bishop
Mr. Andrew Brown and Mrs. Britney Cooke
Mr. and Mrs. Andrew and Jennifer Dinsmore
Mr. and Mrs. Will and Katie Jones
Mr. and Mrs. Andrew and Cara Harrod
Mr. and Mrs. Terry and Sandy Henry
Mr. and Mrs. Joe and Peggy Pesterfield
Dr. and Mrs. Walter and Barbara Peterson

TUSCAN SOCIETY: \$4,000-\$4,999

Mr. and Mrs. Darrell and Stephanie Linkous

CORINTHIAN SOCIETY: \$3,000-\$3,999

Mr. and Mrs. Blake and Brooke Allison
Mr. Keith Goss
Mr. and Mrs. Stephen and Candy Scoggins
Trinity Foundation International
Dr. and Mrs. Jesse and Hailey Wood

IONIC SOCIETY: \$2,000-\$2,999

Mr. and Mrs. Stacy and Wendy Beaty
Mr. and Mrs. Jeremy and Jessi Blackwell
Mr. and Mrs. Ron and Mary Braam
Mr. and Mrs. William J. and Marsha Brown
Mr. and Mrs. Tim and Brenda Choate
Mr. and Mrs. Chad and Brittney Davis
Mr. and Mrs. Kenneth and Christa Dew, III
Mr. and Mrs. Ernie and Kaki Elemento
Waller Family Fund
Mr. and Mrs. Daniel and Nicole Gibbs
Mr. Mark Hood
Mr. and Mrs. Isaac and Angel Libbey
Mr. and Mrs. Stephen and Paige Markiewicz
Mr. and Mrs. Bill and Krissi Martin
Dr. and Mrs. Michael and Tanya Mazzolini
Mrs. Nancy McCartney
Ms. Charlotte Peak
Mr. and Mrs. Eric and Heather Schober
Mr. and Mrs. David and Jennifer Sheely
Ms. Cynthia Slater
Mr. and Mrs. Branden and Danyell Wilson
Mr. and Mrs. Terry and Jennifer Winstead
Mr. and Mrs. Logan and Haley Young
Mr. and Mrs. Steve and Laurie Ziegler



Pillar (pil'-er) n. - a support: one who occupies a central or responsible position.

Every community has pillars, but the Ocoee Region is special. Our pillars, through their generous donations of time, talent and financial resources, drive our mission forward by reimagining what's possible for our community.

PILLAR SOCIETY: \$1,000-\$1,999

Mr. and Mrs. Larry and Judy Allen
Ms. Cathy Allshouse
Mr. and Mrs. Jerry and Janice Baker
Mr. and Mrs. Richard and Amy Banks
Mrs. Valerie Bachert
Mr. and Mrs. Keith and Cathy Barrett
Mr. and Mrs. Parker and Jillian Beaty
Mr. and Mrs. Jason and Cassie Bell
Mr. and Mrs. Andy and Kellye Bender
Mr. Douglas Berry
Mr. David Berry
Mr. and Mrs. Mark and Lisa Bonadio
Mr. and Mrs. Kevin and Kim Brooks
Mr. and Mrs. Beau and JoAnn Burris
Mr. and Mrs. Rick and Susan Butler
Dr. and Mrs. Jack and Vicky Byrd
Mr. and Mrs. Jackie and Donna Calhoun
Mr. and Mrs. Mike and Phyllis Callaway
Ms. Tracey Carlson
Dr. and Mr. Linda and John Cash
Mrs. Nancy Casson
Mr. and Mrs. Jarrod and Amanda Casteel
Ms. Ava Castello
Mrs. Loren Cate
Mr. Gene Chastain, Jr.
Mr. and Mrs. Greg and Joda Clark
Mr. Danny Clark and Mrs. Heidi Hughes
Ms. Angelena Clayton
Dr. and Mrs. Paul and Darlia Conn
Dr. and Mrs. Phil and Tonya Cook
Mr. and Mrs. John and Donna Corum
Mr. and Mrs. Wayne and Barbara Creagan
Mrs. Andrea Davis
The Honorable Carrell Van Deacon
Mr. Christopher Smith and Mrs. Blair Deacon
Drs. Jerry and Jo Lee Devane
Ms. Vickie Dixon

Dr. and Mrs. T. Wayne and Shelly Dority
Mrs. Kimberly Duncan
Dr. and Mrs. Jeff and Emily Elliott
Mr. and Mrs. Josh and Amy Ensley
Mr. and Mrs. Dennis and Rhee Epperson
Ms. Kelley Falcon
Mr. and Mrs. Tom and Jeanette Fetter
Dr. and Mrs. Rodney and Margo Fitzgerald
Mr. and Mrs. Todd and Cheryl Fletcher
Ms. Patricia Fuhrman
Mr. and Mrs. Brandon and Olivia Gaines
Mr. Jermon Garner
Mr. and Mrs. Shane and Dee Dee Gibson
Mr. and Mrs. Fred and Vicky Gregg
Mr. and Mrs. Michael and Kim Griffin
Mr. and Mrs. Tim and Tammy Harden
Mr. and Mrs. Tim and Jennifer Henderson
Mrs. Debbie Hewgley
Mr. and Mrs. Matt and Deanna Hitch
Mr. Jimmy Isom
Mr. Matt Jenne
The Honorable and Mrs. Mike and Nan Jenne
Mr. and Mrs. Roger and Pat Jenne
Mr. and Mrs. Jonathan and Tennille Jobe
Ms. Kathy Johnson
Dr. and Mrs. William F. and Jackie Johnson
Mr. and Mrs. Jeff and Adrienne Jones
Mr. and Mrs. Gerald and Cornele Kersey
Mr. and Mrs. Steve and Nancy Lambert
Mr. Shane Lawson
Mr. and Mrs. Charles and Lisa Lay
Dr. and Mrs. Gary and Lori Lewis
Mr. and Mrs. Jimmy and Cindy Logan
Mr. and Mrs. Kenny and Denise Longley
Mrs. Lee Loveridge
Dr. and Mrs. Tom and Charla Madden
Mr. Don Masterson and Mrs. Carol Killen
Mr. Aaron McConnell

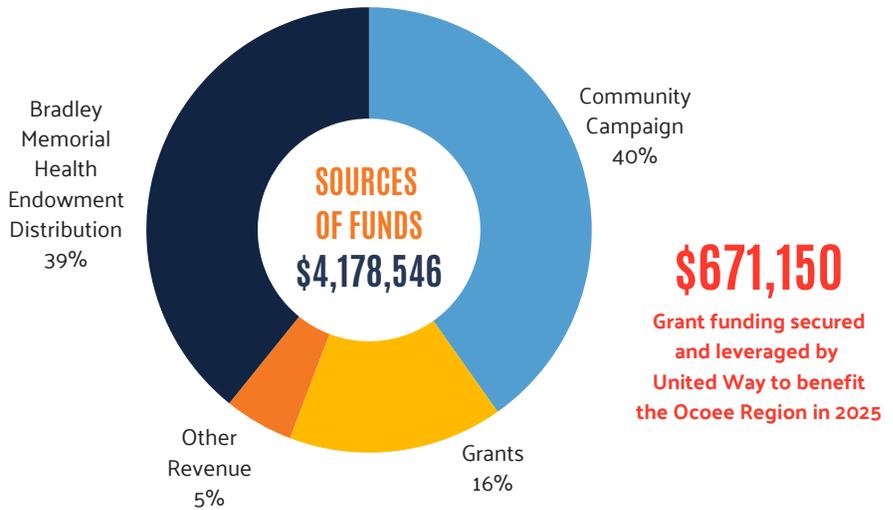
Dr. and Mrs. Ed and Rebecca McIntire
Mr. and Mrs. Matthew and Laurie McNulty
Mr. and Mrs. Ronald and Kimberly Miller
Ms. Brianna Moore
Mrs. Merridith Morris
Mr. Craig Mullinax
Mr. and Mrs. Rodney and Pamela Murray
Drs. Danny and Deborah Murray
Mrs. Marisa Pace
Mr. and Mrs. David and Virginia Parris
Mr. Tony Perro
Ms. Dana Perry
Mr. and Mrs. Max and Courtney Phillips
Ms. Dawn Poe
Mr. and Mrs. Tim and Mary Poteet
Mrs. Sarah Powell
Mr. Paul Ramsey
Ms. Carolyn Salter
Dr. and Mrs. Bob and Amy Sanders
Mr. and Mrs. Brian and Tammy Sells
Mr. and Mrs. Michael and Susan Shaver
Mrs. Jami Smith
Dr. and Mrs. Paul Grayson and Sharon Smith, Jr.
Dr. and Mrs. Tony and Kaci Stewart
Mr. Charles Stinchfield, Jr.
Mr. James Stinnett
Mr. and Mrs. Julian and Hilda Sullivan
Dr. and Mrs. J. Madison and Vanessa Torrence
Dr. and Mr. Stacey and Nathaniel Tucker
Mr. and Mrs. Walt and Lesley Vineyard, Jr.
Dr. and Mrs. Timothy and Karen Viser
Mr. and Mrs. Bill and Lynn Voelz
Mr. and Mrs. Jon and Jaynese Waddell
Dr. and Mrs. David and Judy Watts
Dr. Andrew White
Mr. and Mrs. Chris and Laura Wilds
Dr. and Mrs. Mark and Sandra Kay Williams
Mr. and Mrs. Andy and Tammy Williams

FINANCIALS

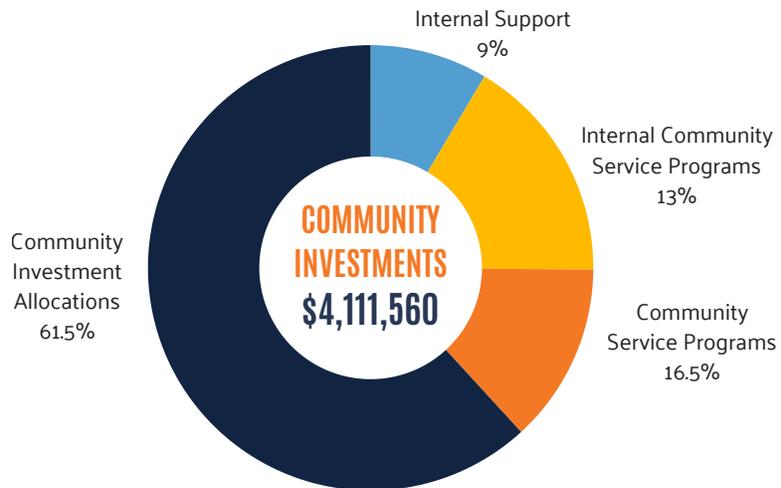
RESOURCES POWER RESULTS



Join us in giving back to the Ocoee Region by visiting unitedwayocoe.org/give or scanning the QR Code to support our mission and unite our community.



\$671,150
Grant funding secured and leveraged by United Way to benefit the Ocoee Region in 2025



UWOR undergoes an annual financial statement audit by an independent CPA firm. Financials are from the unaudited Statement of Activities for the fiscal year ending December 31, 2025. For a copy of our full Financial Statement and Form 990, visit unitedwayocoe.org.

YOUR UWOR TEAM

DRIVEN BY PURPOSE - UNITED IN ACTION

The United Way of the Ocoee Region team is dedicated to improving the lives of our neighbors every day. We live out our commitment that “United is the Way” through meaningful financial investment and active participation in local, state, and regional opportunities for leadership development, collaboration, and volunteer service.

President and CEO

Stephanie Linkous

Vice President of Marketing and Community Engagement

Nicole Gibbs

Vice President of Operations and Human Resources

Cindy Lawson

Vice President of Finance

Jennifer Sheely

Director of Resource Development

Blair Deacon

Director of Community Impact

Shawna Staup

Director of Grants and Data Assessment

Hailey Wood

Executive Administrative Assistant

Darlene Hicks

Support Specialist

Ellie McConville

INTERNAL PROGRAMS STAFF

Housing Navigator

Olivia Gaines

Resource Navigator

Mayra Pineda

AmeriCorps VISTA Manager

Brielle Nunnery

AMERICORPS VISTA STAFF

VISTA - UWOR

Makenna Wilson



UNITED IS THE WAY

We believe that when a community comes together with a shared purpose, there is no limit to what we can accomplish.





UNITED WAY
Ocoee Region

211

Get Connected. Get Help.™

NEED HELP? DIAL 211.

THANK YOU

Thank you for generously sharing your time and resources, championing our work, and believing in our mission. Through your advocacy and service, you help create meaningful change and ensure every member of our community has the opportunity for a brighter tomorrow.

 423.479.2020

 85 SOUTH OCOEE STREET - CLEVELAND, TN 37311

 WWW.UNITEDWAYOCOEE.ORG

We maintain an active presence on social media. Be sure to follow us on your preferred platform to stay engaged with our work in the community.

   [@UNITEDWAYOCOEE](https://www.instagram.com/UNITEDWAYOCOEE)