

**WHO WILL TACKLE
THE PROBLEMS MOST
SHY AWAY FROM?**

LIVE UNITED®



PATHWAYS OUT OF POVERTY

United Way of the Virginia Peninsula





"Nothing stops a bullet like a job."

-Focus Group Participant



"The biggest provider of mental health services is the county jail."

-Focus Group Participant



**"There are a growing number of people that have no opportunity but to be a burden to the community rather than an asset.
(stated around the concept of impoverished youth)."**

-Focus Group Participant





TABLE OF CONTENTS

4 | BACKGROUND

7 | NEEDS ASSESSMENT

16 | VISION

22 | PRIORITIES



BACKGROUND

10 COMMUNITY ASPIRATIONS

Starting Strong All children receive the support they need for healthy development, to be ready to learn, and to thrive from birth throughout their school years.

Pathway to Learning & Employment Everyone (children, youth, and adults) has opportunities to learn and acquire the knowledge, skills, and abilities that will prepare them for life and employment.

Prosperity for All Everyone has opportunities for meaningful, permanent work, and households have sufficient income from all sources to transition out of poverty, avoid poverty, and accumulate savings.

Feeding Ourselves Healthily Households have enough income to afford good quality food and everyone has the skills and means to eat healthily.

Being and Feeling Safe and Included Neighborhoods are safe places where residents feel they belong, know and interact with their neighbors, and have resources to create the community they want.

Having A Home A full range of affordable housing options makes it possible for everyone to have a home.

Accessing Responsive Human Services Everyone has access to sufficient and respectful health (including mental health and addictions) and social services.

Healthy Community The places we build, the options we create, and the outdoor spaces where we connect with each other and with the natural world support better physical, emotional, social, and spiritual health for all.

Getting Around Transportation systems, infrastructure, and options make it easier to get around without creating barriers or stigma.

Being Active & Creative Everyone has opportunities to participate in cultural and recreational activities that foster wellbeing (mental, emotional, social, spiritual, and physical), nurture a sense of belonging and empowerment, celebrate diversity, and encourage generosity.

UWVP BACKGROUND

In 1939, the Peninsula Community Chest was formed as a combined campaign to support local human services agencies. In its modern form as the United Way of the Virginia Peninsula (UWVP), the organization is evolving to serve the community by bringing collective resources and solutions to the most pressing human needs.

In addition to its role as a community funder, UWVP is engaging in advocacy, volunteerism, and building community capacity with the goal of addressing the root causes of poverty in our area. This goal reflects UWVP's move away from the "community chest" model to a more results-oriented role to improve individual lives through community impact.

In an effort to expand their community impact, UWVP and United Way of Greater Williamsburg (UWGW) merged on June 9, 2017. This merger united already interconnected communities to ensure a proactive approach to their most pressing need, poverty. The single United Way can better understand the region's needs, build stronger relationships with residents and service providers, and more easily engage with all stakeholders. All of this leads to a greater community impact.

As an outcome of its strategic planning, UWVP committed to concentrating its work and investments on the achievement of Ten Community Aspirations (see inset left). These aspirations are measures of key community results in three critical impact areas that together represent the interrelated building blocks for a better life: education, financial stability, and health. UWVP met with leaders from Greater Williamsburg to gather input and seek alignment of the Ten Community Aspirations. Achievement of these aspirations requires a collective effort on the part of the entire community.

The work of achieving the Ten Community Aspirations is uniquely complicated and challenging. As in communities all over the country, poverty in our area is on the rise, presenting a persistent and growing challenge to the economic development strategy and goals outlined. The fight against poverty is made more challenging by myriad and intensifying trends that create headwinds to progress:

- A complicated recipe of interrelated causes is resulting in the rise and spread of poverty. Poverty, over time in our area, puts tremendous strain on communities that are ill-equipped to respond.
- Despite its pervasiveness and growth, poverty and its consequences are invisible to many. Physical, social, and societal separations make poverty an easy problem to ignore, in spite of its enormous economic drain on the community.
- Our region is becoming more diverse, especially among the school-age population. Immigrant populations have increased in all areas of the region, creating new challenges for local government, school systems, the health care system, and service providers.
- The educational system, viewed by many experts as the critical pathway out of poverty, is in a state of flux. State funding is changing; new standards are being implemented. Our area has eight separate school districts, many with high student mobility.
- Despite growing recognition that all children must come to school prepared to learn if our region is to succeed long term, a unified solution remains elusive.
- An aging infrastructure does not adequately support the needs of our current population or an increasingly interconnected region, specifically in the areas of transportation and safe and affordable housing.
- There is pressure on the nonprofit community to increase services in response to mounting needs, while resources diminish due to cuts in funding, shifts in funder strategies, and intensifying competition as nonprofits proliferate. In response, both donors and agencies are seeking ways to streamline the nonprofit sector for greater efficiency, capacity, and accountability through mechanisms such as shared services and consolidation. Calls intensify for collaboration among the government, business and nonprofit sectors to address systemic problems, requiring better regional planning and goal setting.
- Individual philanthropy is changing. Donors seek alignment between their values and charitable giving goals and they want greater personal engagement than they had in the past. More donors are using technology tools to connect directly. They want to be actively engaged beyond their financial support, and want to see measurable impact from their gifts (often in the short term). They want greater choice and control over their philanthropic decisions.
- Corporate philanthropy is changing. Fewer major employers are headquartered here and more are led by executives without established ties to this community. Some companies are moving toward open campaigns that encourage philanthropy without championing a particular mechanism or partner, while others are pursuing philanthropic strategies that do not include federated campaigns.



“Our community is full of trails leading to economic well-being and all that is missing is a connector and a map to the **Pathways Out of Poverty**. To fight poverty, we must align together and **rise up as a community** to help those who need us the most.”

Steven S. Kast, *President & CEO*



NEEDS ASSESSMENT |



NEEDS ASSESSMENT

INTRODUCTION

Community assessments are performed regularly in our area. These assessments typically focus on a particular issue, such as healthcare, crime, or children. UWVP, however, seeks to ascertain community needs on a broad range of health and human service issues to assist in its planning and funding allocation process. By investing in this process, UWVP can have a more significant impact on the issues facing our communities.

In November of 2016, UWVP embarked on a three-phase comprehensive needs assessment process with the overall objective of creating an inspiring and achievable impact agenda with, and for, the community it serves. The assessment will establish UWVP's impact agenda and shared goals, and will clearly articulate UWVP's role in the realization of these community shared goals.

Between December 2016 and March 2017, UWVP: (1) engaged in assembly and review of demographics and statistics; (2) conducted a community-wide survey; and (3) facilitated a series of seven (7) focus groups. The purpose of this effort was:

- To determine the health and human service needs of our area.
- To provide a framework for the collective community problem-solving.
- To provide a roadmap for future United Way distribution

Since the UWVP & UWGW merger occurred after the needs assessment, to create community alignment conversations, have occurred with the leaders of these communities to assure this was the correct positioning for all serviced areas. Based on these conversations and the analysis; poverty is the most pressing community need. The statistics for Williamsburg, James City County, and Mathews are also provided by the U.S. Census Bureau.

METHODOLOGY

Phase I: A comprehensive study of UWVP's service area was created with demographics, income, diversity, and economic realities data. Information was also collected in Education and Workforce, Financial Well-Being, Public Safety, Children & Family, Health and Social Environments.

DEFINING THE COMMUNITY ASSESSMENT AREA

While UWVP serves James City County, York County, Williamsburg, Newport News, Poquoson, Hampton, Gloucester County, Mathews County, and the lower portion of New Kent; this Community Assessment focuses on James City County, York County, Williamsburg, Newport News, Poquoson, Hampton, Gloucester County, and Mathews County. Data was not available for the area served in New Kent.



COMMUNITY ASSESSMENT SNAPSHOT OF OUR AREA

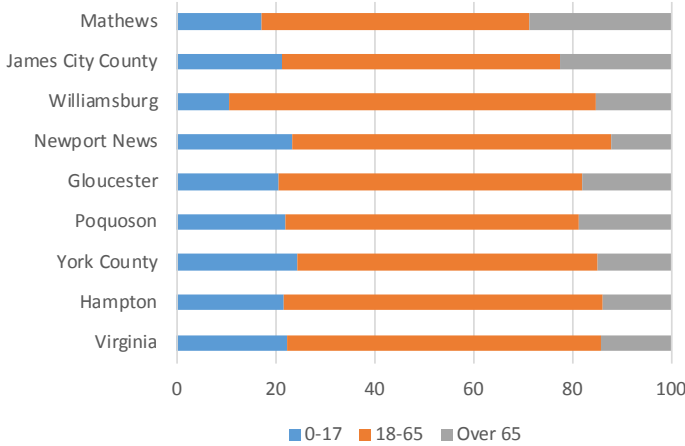
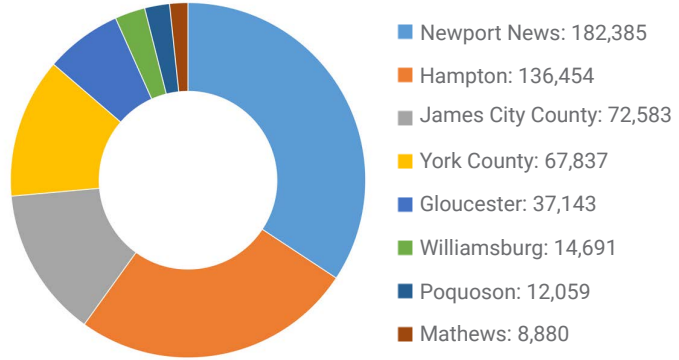
Data, research, and sources for The UWVP Needs Assessment were provided by C.E. Gardner Consulting, LLC, an independent contractor. Statistics for UWGW provided by U.S. Census Bureau.

TOTAL POPULATION

Our Area: 532,032

The 2010 population of our area, 532,032, is projected to increase over 25% by 2040, close to 665,040.

*Entire State of Virginia Population: 8,382,993



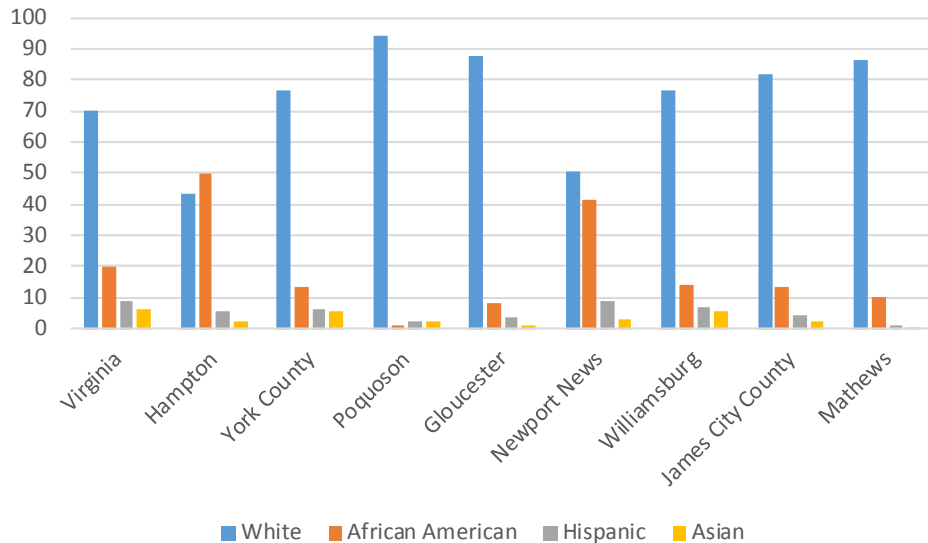
AGE OF POPULATION

Median Age: 39.2

The largest demographic of 8.5% (45,222) are residents between 20 to 24 years of age. The second largest demographic 7.7% (40,966) are between 15 to 19 years of age.

MINORITY PERCENTAGE

The racial profile of the region is 59.3% White, 32% African American, 5.4% Hispanic or Latino, and 2.7% Asian.



ASSET LIMITED, INCOME CONSTRAINED, EMPLOYED (ALICE)

The Federal Poverty Level reports that 11% of Virginia households faced financial hardships in 2015, an additional 28% of the households can be qualified as ALICE. ALICE is a term that describes many residents in our community who are working hard, yet still, struggle to make ends meet. ALICE households have income above the Federal Poverty Level but less than the basic cost of living needed to survive. They include women and men, young and old, and all races and ethnicities. This means, **ACROSS VIRGINIA, 39% OF HOUSEHOLDS STRUGGLE TO AFFORD BASIC NEEDS IN 2015.**

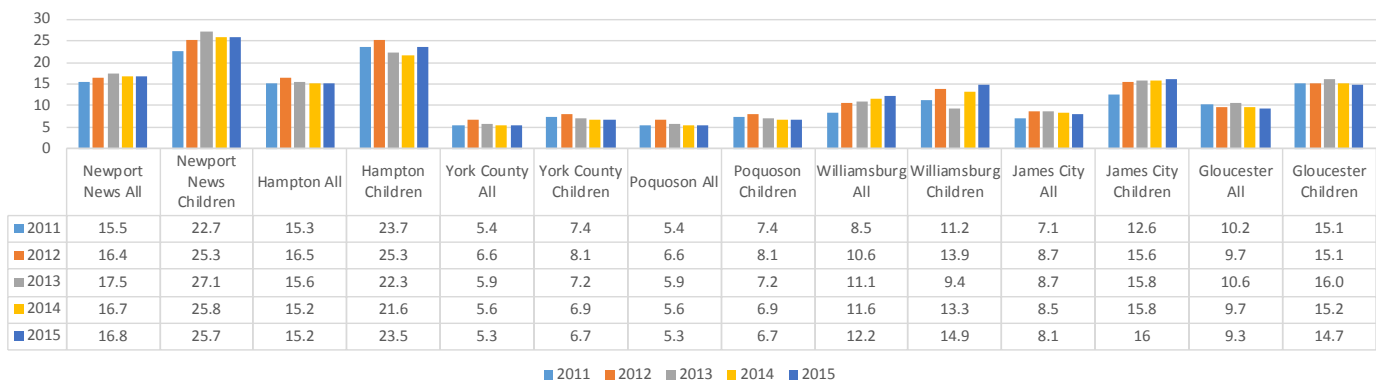
THE FEDERAL POVERTY LINE* (FPL) AND LOCAL POVERTY PERCENTAGES

Recent population trends have brought greater diversity with: race-ethnicity, more elderly, increased non-English speaking residents, and higher levels of education. There are some striking differences between communities in our service area when we examine the average age and percentage of the population that is single. The number of children under the age of five continues to decline for every community except Gloucester. These trends are likely to have an impact on the social delivery systems, physical and economic development, housing needs, transportation and infrastructure demands, and educational requirements in our area.

According to the US Census Bureau, more than 43.1 million Americans were in poverty in 2015. This statistic represents a decrease from 2014, but the number of people in poverty may be higher than figures currently report. Researchers and organizations have long stated that the official poverty measure is outdated and does not appropriately account for the full range of income and expenses in our daily lives. The original standard was developed in the 1960's and was based on a family's ability to afford food. It does not account for housing, transportation, medical and other costs. In some communities in our service area more than 10% of all people, and 20% of our children, fall below the Federal Poverty Level.

*Federal Poverty Level in 2015 is defined as \$11,770 for a single adult and \$24,250 for a family of four.

PERCENTAGE BELOW THE POVERTY LINE: 5-years by locality



Source: U.S. Census Bureau, 2011-2015 American Community Survey 5-Year Estimates
Children: under 5-years old

*York County & Poquoson share a Department of Social Services, specific 'Community Percentages' may vary.
*Mathews statistics were not available.

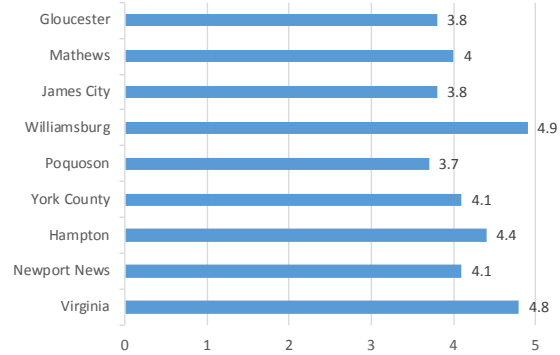
INCOME INEQUALITY

The challenge in trying to address poverty is not solely an economic issue. The underlying factors that cause poverty remain. Work (employment & wage), education, health, housing, and social connections are among the many factors that lead to, and sustain, poverty.

INCOME INEQUALITY

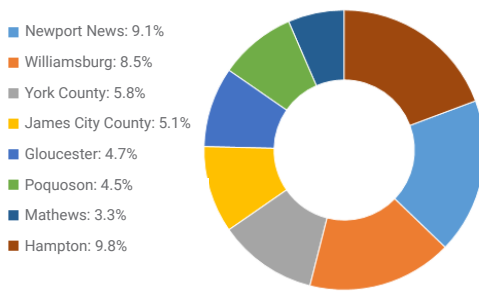
According to County Health Rankings, communities with greater income inequality can experience a loss of social connectedness, as well as decreases in trust, social support, and a sense of community for all residents.

Source: County Health Rankings



UNEMPLOYMENT RATE

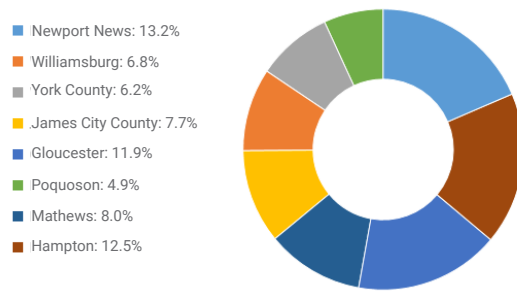
Virginia: 6.5%



Source: U.S. Census Bureau

NO HEALTH INSURANCE

Virginia: 11.4%



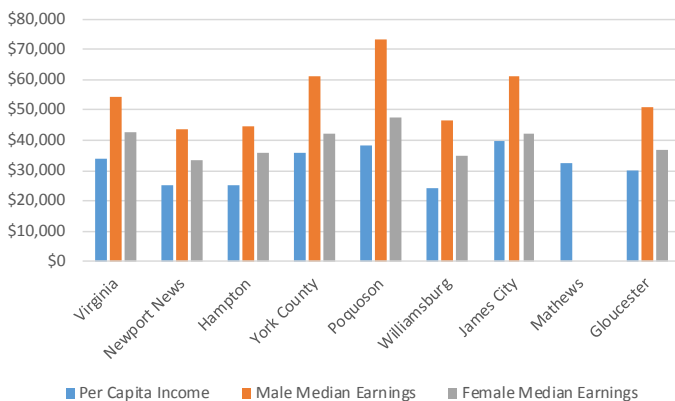
Source: U.S. Census Bureau

GENDER PAY INEQUALITY

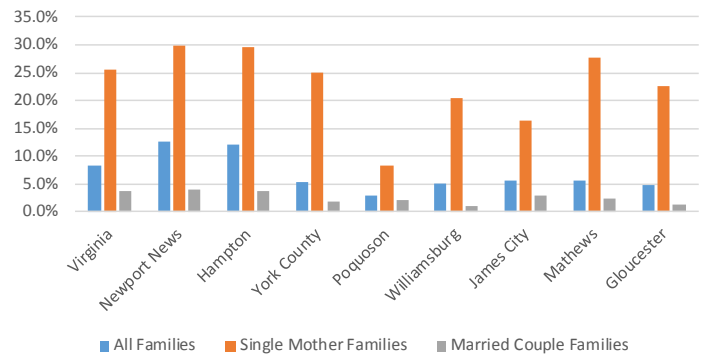
With single mothers and joint married earners, women's salaries are increasingly important to the economic stability of families. Persistent earnings inequality for working women translates into lower pay, less family income, and more children and families in poverty.

*Mathews Male/Female Median Earnings were not available.

Source: U.S. Census Bureau & Institute for Women Policy Research



Below FPL



CHILDREN OF LOW INCOME COMMUNITIES

As with income, a similar disparity occurs in urban neighborhoods with a higher concentration of crime and limited funds. Particularly, children in these communities suffer from the effects of homelessness and poverty, which adversely affect educational achievement and high school and college dropout rates. Children from low-income families often do not have resources for homework such as school supplies and Internet access.

IMPACT OF NEIGHBORHOODS ON INTERGENERATIONAL MOBILITY:

When pockets of poor areas are clustered, there is a snowball effect. Constraints on progress for an individual already experiencing difficulty are increased exponentially because of their similarly situated social environment. This concentration of poverty in combination with “anti-social behavior” and health problems among individuals living in these neighborhoods needs to be understood in an intersectional manner. The possible effects on children’s development and future life prospects are particularly worrying. Despite continuing efforts, many of our community members are living paycheck to paycheck with no clear path to a more stable future.

Poverty has an immense impact on our community, and a disproportionate impact on our children. We know that there is a direct correlation between poverty and adverse outcomes across every indicator of health, stability, and success: education, wellness, housing, employment, crime, and perceived happiness. People in poverty are worse off than those who are not. Across the country, the researchers found five factors associated with substantial upward mobility: less segregation by income and race, reduced levels of income inequality, better schools, lower rates of violent crime, and a larger share of two-parent households. In general, the effects of place are sharp for low income children.



“To have a shot at success in a globally competitive marketplace, you have to begin building those brain muscles and embrace the love of learning before kindergarten. The bottom line is that in today’s economy—in today’s society—pre-K is critical to the U.S. being able to deliver the product of a globally competitive education.”

- Mike Petters,
President and CEO of Huntington Ingalls Industries

CONCLUSION AND CHALLENGES:

Active communities where people can live healthy and productive lives emerge from a combination of factors such as a strong economic climate, robust industry, effective education, and access to needed goods and services. Our community is a diverse region that is steeped in history and has many strengths. However, it is not immune to the circumstances and situations that make it difficult for many individuals and families to realize their full potential. UWVP is poised to bring the community together to provide Pathways Out of Poverty.

Phase II: A community-wide public survey instrument was created online and distributed among donors, agency clients, and through the United Way Constant Contact Account.

RANKINGS OF TOP COMMUNITY ISSUES:

Participants were asked to rank the areas of most importance in priority order from 1, being the most important, to 6, being the least important. 349 Participants completed the survey for United Way. The vast majority of respondents were female (74.49%) and had a Bachelor’s Degree or higher (72.14%). The participants were older 50-59 (40.92%) and had household incomes between \$50,000-124,000 (45.93%). They self-identified their race as 65.31% white and 25.36% as Black. Most of the respondents were married 66.67% and did not have children under the age of 17 living in the Household (70.72%).

Community Survey Priorities	
Rank 1	Complete High School
Rank 2	Young Adults Prepared to Enter Workforce
Rank 3	Youth Violence
Rank 4	Violent Crime
Rank 5	Gangs
Rank 6	Child Abuse and Neglect
Rank 7	School Violence
Rank 8	Children Prepared to Enter Kindergarten
Rank 9	Affordable Health Care
Rank 10	Affordable Child Care

Source: UWVP 2017 Needs Assessment



“Poverty is a great predictor of health – or the lack of good health. Without enough income to buy nutritious food, maintain a stable home, or pay for medications, basic human needs go unmet. Poverty can quickly have major health consequences and unrelenting poverty often means chronic health issues.”

- Jeanne Zeidler,
President & CEO of Williamsburg Health Foundation

Phase III: Focus groups were conducted with leaders from the fields of education, the faith community, business, health care, government, agencies, and public safety.

RANKINGS OF TOP COMMUNITY ISSUES:

Focus groups were approximately two hours in length. The information gathered below was confidential. All participants were asked the same questions (see inset box below).

AGENCY	GOVERNMENT	SCHOOLS	FAITH	PUBLIC SAFETY	BUSINESS	HEALTH
Access to Needed Services	Generational Poverty	Resources for Families of Children with Disabilities	Adult Education	Poverty	Community Divided	Heart Disease
Mental Health	Affordable Housing	Mental Health	Affordable Health Care	Hunger	Children in Poverty	Diet and Exercise
Breaking Cycle of Poverty	Demographic Changes- Aging Population	Homeless Children	Affordable Housing for Homeless	Decaying and Unaffordable Housing	Crime	Diabetes
Life Sustaining Employment	Affordable Services and Opportunities for Families/Children	Infrastructure that allows children to thrive	Quality Affordable After School Programs	Substance Abuse	Need Safe Communities	Mental Health
Safe Affordable Housing Options	Mental Health	Workforce Needs	Parental Involvement	Gun Violence	Accredited schools	Aging Seniors
High Cost of Housing, Food, Childcare	Substance Abuse, Opioid Use	Substance Abuse	Strong Youth Development Programs	Crime	Access to Health Care	Violent Crime
Access to Quality Health Care and Food	Parental Competency	Crime/Gangs Community Violence	Access to Technology	Lack of Parental Control	Nonprofit coordination	Homelessness
Necessary Life Skills	Culture of Violence	Literacy	Affordable, Healthy, Nutritious Food	Employment and Life Skills	Career Pathways to Good Employment	Human Trafficking
Safe Neighborhoods	Every Issue Requires a Leader to Coordinate.	Parental Development	Job Training for Employment or Underemployed	Victimized Elderly	Youth Services and Support	Poverty
Coordination of Services and Communication	Employment and Wages for Desired Housing	Healthy Community for Children	Mental Health, Especially for our VETS	Mental Health Services	Community Connected	Access to Services
		Bring Resources Together	Build Confidence in Our Children	Unity	Family/Employment Skills	Fragmented Society
		Racial Problems	Job Mentoring	Children and Adult Obesity	Re-entry Programs	Unengaged Communities
					Culturally Rich & Family Friendly Communities	Need Jobs and Training

QUESTIONS

- (1) What are the pressing needs facing our community over the next five years?*
- (2) What kind of community do you want to live in?*
- (3) Discuss UWVP's role as a means to implement solutions.*
- (4) How should we invest dollars in the community?*
- (5) Prevention vs Intervention conversation.*

- Too Much Duplication
- Strong Schools
- Youth Violence
- Safe & Affordable Housing
- Money to Cover Day to Day Needs
- Access to Fresh Food
- Need Cultural Experiences

Source: UWVP 2017 Needs Assessment



VISION



UWVP'S VISION FOR OUR COMMUNITY: PATHWAYS OUT OF POVERTY

UWVP'S GOALS IN ACHIEVING THE VISION

UWVP can harness the energy, imagination, commitment and resources of the community for its collective benefit. We envision a community in 2020 that is a healthy and thriving place for all of its residents to live, learn, work and raise a family. UWVP envisions a community that acts collectively to achieve these goals:

- FOSTERING AN UNDERSTANDING** The regional community understands the critical issues that contribute to poverty and aligns itself around a shared poverty agenda and collaborative, systemic solutions. The shared poverty agenda and plan establish goals for addressing the root causes of poverty and identify key economic and quality of life indicators to measure the community's progress.
- CELEBRATING DIVERSITY** The community as a whole embraces and leverages its rich diversity in achieving its goals. People across the region understand the power in our communities diversity and are developing the cultural awareness and competencies to work together efficiently to provide pathways out of poverty for the most vulnerable among us.
- CREATING PATHWAYS OUT OF POVERTY** The regional community unites and takes ownership of creating pathways out of poverty. There is a clear, shared understanding of the impact of poverty's drag on our region's ability to reach its full economic potential. Our area understands the moral and economic imperative to provide people with pathways out of poverty, and that everyone gains when many more people are prepared to contribute to and participate in shared success.
- PREPARING CHILDREN FOR SUCCESS** All children come to school prepared and able to learn. The recommendations of the area are fully implemented, and similar outcomes are being achieved in all area school districts.

- **MATCHING PROVIDERS TO PROBLEMS** Business, government, and nonprofit sectors collaborate to achieve a shared poverty agenda. There are clear, common goals to align stakeholder efforts to combat the root causes of poverty. Public and private funding is leveraged to deliver collective impact. The service provider network is rational, efficient, and focused on making substantial progress toward clear, measurable, and shared goals, with well-defined roles and accountabilities.
- **MEASURING RESULTS AND PROGRESS** The region is experiencing measurable improvement in economic and quality of life indicators such as those described by UWVP's community results indicators in the three impact areas of education, financial stability, and health.



“Our approach to ending the cycle of poverty means that we look at the **big picture**, advocating for and designing programs to **support individuals** of all ages-providing free access to basic needs, jobs and career training, financial education, and family support services”

-Mayor McKinley Price, *City of Newport News*

COLLECTIVE IMPACT

As our planning process and vision for our combined communities emerged, the concept of collective impact was embraced as a way for our whole community to engage more deeply on the issue of poverty and enhance our progress in addressing this significant issue.

Collective Impact is defined as “long-term commitments by a group of important actors from different sectors to a common agenda for solving a specific social problem. Their actions are supported by a shared measurement system, mutually reinforcing activities, and ongoing communication, and are staffed by an independent backbone organization.” [Stanford Social Innovation Review, Collective Impact]

Backbone organizations have been identified as key to the success of collective impact work. Key roles for backbone organizations include: guiding vision and strategy, supporting aligned activities, establishing shared measurement, building public will, advancing policy, and mobilizing funding. [Stanford Social Innovation Review, Understanding the Value of Backbone Organizations in Collective Impact]



UWVP'S ROLE IN ACHIEVING THE VISION

During the needs assessment process, it became clear the community at large views UWVP as the backbone organization. UWVP will continue the role of the backbone organization. Collective impact on our local poverty issue will require leadership, participation, and alignment by many organizations and individuals. UWVP will align its efforts to maximize collective community impact on poverty by:

- **EDUCATING** UWVP will use the power of its research, expertise, relationships and voice to educate the regional community on the causes and impact of poverty in our community and the significant benefits of regional collaboration and planning to develop standard solutions.
- **CONVENING** UWVP will engage and convene those who must participate in the development and realization of a successfully shared poverty agenda. We will lead the planning for sustainable collective impact.
- **INFLUENCING** UWVP will use our resources, advocacy, and volunteerism to influence the direction of outside resources to align around our shared poverty agenda and plan, recognizing that its funding can make the greatest impact when leveraged with other public and private funds. Through strengthened partnerships across the public, private, and nonprofit sectors, it will influence the allocation of resources – financial resources, member agency resources, systemic resources and volunteer resources – toward the areas of greatest collective impact.
- **RESOURCING** UWVP will continue to play a vital role in providing critical resources – human, financial and other – to address the collective needs of our shared communities, and in helping to create a regional culture of collective philanthropy. Building on its considerable capabilities and relationships, UWVP will develop new ways of building support and engaging people in collective philanthropy for the benefit of the whole community. UWVP will diversify its sources of funds by capitalizing on grants and other revenue-generating opportunities.

- **MEASURING & ASSESSING** UWVP can/will lead the development of a set of community measures that assess progress on the community's shared poverty agenda. We will support a process that ensures all participants in the system understand their roles and hold themselves and others accountable for measurable progress.
- **BUILDING CAPACITY** UWVP will serve as a key partner for building the capacity of those organizations engaged in driving a collective impact on poverty, including but not limited to the agencies it funds directly. We will be a resource for best practices through educational offerings and toolkit development, and we will facilitate collective effectiveness and efficiency by exploring opportunities for shared services and collaboration. UWVP will also invest in enhancing its internal capacity.



"We must respond to systemic community needs that cannot be adequately addressed by a single organization. We must come together **collaboratively** and work together for a solution".

-Mary Bunting,
City Manager of City of Hampton

MAKING THE TRANSITION

UWVP brings significant capabilities and assets to the role of community backbone organization combating poverty:

- **RELATIONSHIP DEVELOPMENT AND FUNDRAISING** UWVP has had significant success in public, private, and nonprofit sectors. This fundraising expertise gives the necessary voice and credibility to be a powerful partner in any collective impact work.
- **KNOWLEDGE AND EXPERTISE** UWVP is a respected source of information in the community and a national leader within the United Way Worldwide network, known for thoughtful leadership and for actively seeking out and engaging in best practices that produce results.
- **ABILITY TO CONVENE AND INFLUENCE** Whether as a leader or participant in collective impact initiatives, UWVP is a credible community partner and a valued participant in conversations regarding community issues.
- **ACCOUNTABILITY** As UWVP focused its resources on the three impact areas of education, financial stability, and health over the last few years, it has been a leader in fostering accountability for measurable outcomes and increased effectiveness across its member agencies.



At the same time, significant challenges exist that must be addressed for UWVP to maximize the community's collective impact on poverty:

- **THE SCOPE AND COMPLEXITY OF THE POVERTY PROBLEM** Poverty can seem unsolvable; its causes and effects are interconnected, complex, and not well understood. Each sector of the community only understands poverty from the perspective of its experience, and it is invisible to many although efforts to create a greater shared understanding of the issue are underway.
- **COMMON MISPERCEPTIONS ABOUT UWVP'S ROLE AND IMPACT GOALS** While UWVP has made significant strides in positioning itself as convener/influencer/educator focused on the root causes of poverty, it is still seen primarily as a fundraiser focused on workplace campaigning by many.
- **THE BROAD SCOPE OF COMMUNITY EXPECTATIONS** Although UWVP has evolved from its "community chest" role, the impact areas of education, financial stability, and health are still broad enough that decisions around funding, priorities, and resource allocation are challenging. UWVP faces high expectations from the community as a whole, and the nonprofit sector, in particular, to fund a very broad range of services.
- **THE ABILITY TO EFFECT REAL AND SUSTAINABLE CHANGE WITH EXISTING FUNDRAISING** UWVP's annual campaign achievements are respected within its peer communities. But rising donor designations outside of UWVP's core mission reduce the dollars available to support the work of providing pathways out of poverty in our area. To create real and sustainable change, leveraging more than UWVP's annual allocations is essential.
- **THE CHANGING NATURE OF THE DONOR BASE** As outlined in the Background section, the potential donor base is changing dramatically. Who they are, where and how to reach them, what they care about – all of these variables are in a state of radical change – and may be at odds with the finely-honed corporate workplace campaign model that has served UWVP and the community for so many years.
- **UWVP'S ORGANIZATIONAL CAPACITY** As UWVP has evolved into a role far beyond just raising and allocating funds, it has outgrown its organizational structure. Influencing, convening, and capacity building – parts which are critically essential to UWVP's and the community's success – do not fit easily into a "percentage overhead of fundraising" model. New organizational capacity, skills, and competencies will likely be required.



PRIORITIES

UWVP'S STRATEGIC PRIORITIES

In light of the vision that emerged with broad community input, and of the role UWVP can play in its achievement, UWVP must focus its resources and attention between now and 2020 on four key strategic priorities that will leverage its organizational impact.

These strategic priorities provide a framework to guide the work UWVP must accomplish to collaborate effectively and be poised to support collective impact efforts in our community in the most appropriate manner.

To support the maximization of the coordinated community collective impact on poverty, UWVP will:

1. ADAPT UWVP ROLE AND ORGANIZATION STRUCTURE, AND EXPAND CAPACITY

OUTCOMES UWVP WILL ACHIEVE FOR THIS PRIORITY BY 2020:

- Our staff, Board, and volunteers, will share an understanding of our role in collective impact. This role includes UWVP as a backbone organization.
- We will have a structure that reflects, supports, and drives our evolving role and mission in collective impact efforts.
- Our public policy/advocacy/community mobilization role will be clarified and embedded across the organization and community. We will be seen by local, county and state government leaders as the go-to resource for subject matter expertise (advocacy/public policy).
- We will demonstrate a culture that fully embraces; the cause, redefined roles, diverse staff, varied volunteer engagement, and a cross-functional approach to problem solving.
- We will have a high performance, high potential and high impact workforce that is achieving its strategic, organizational, and individual performance goals.

WHEN THESE OUTCOMES ARE ACHIEVED, WE WILL BE:

- Clearly defining and communicating the evolving role(s) that UWVP will play, as a backbone organization, to support the community's collective impact on poverty.
- Creating and sustaining an organizational structure that allows UWVP to support its evolving role in the collective impact of pathways out of poverty.
- Clarifying and resourcing UWVP's public policy/advocacy/community mobilization role in supporting the community's collective impact on poverty.

2. MODERNIZE THE RESOURCE DEVELOPMENT/ENGAGEMENT MODEL AND INFRASTRUCTURE

OUTCOMES UWVP WILL ACHIEVE FOR THIS PRIORITY BY 2020:

- Based on the new coordinated community collective impact strategy, our new resource development model will: (1) reflect the comprehensive and long-term nature of the work; (2) align with contemporary investor needs, patterns, and behaviors, and; (3) advance a collective impact movement in our community to create pathways out of poverty.
- Our new volunteer engagement model will align with contemporary volunteer needs, patterns, and behaviors, and will advance a collective impact movement in our community to create pathways out of poverty.
- More funding outside of UWVP’s management will be leveraged and directed to create effective pathways out of poverty in our area.
- Together with our partners in the movement to create pathways out of poverty, we will identify, secure, and measure the effectiveness of new sources of funding, including new models not previously identified/ utilized.
- There will be a network of influencers in the community engaging people and connecting them to the collective impact movement in our community.
- We will have the tools and resources to support achievement of these outcomes.

WHEN THESE OUTCOMES ARE ACHIEVED, WE WILL BE

- Expanding the number and range of investors and volunteers beyond those cultivated through traditional corporate workplace campaigns by aligning with their needs, patterns, and behaviors.
- Offering new ways to connect to the collective work of supporting pathways out of poverty. These new pathways will be driven by a coordinated community collective impact strategy.
- Collaborating with partners to leverage more funds outside of UWVP’s management, and identifying new and innovative sources of funding to create pathways out of poverty.



“When you partner with United Way, you understand that you are part of something greater than one organization. We are a community—a **network of partners** across the public, private and nonprofit sectors changing lives together.”

-Alan Witt,
CPA Chief Executive Officer of PBMares

- Using the power of community networks to influence investors and volunteers to join the collective impact movement.
- Harnessing technology to foster engagement and support from new and existing investors and volunteers.

3. ALIGN OUR WORK TO PROVIDE PATHWAYS OUT OF POVERTY

OUTCOMES UWVP WILL ACHIEVE FOR THIS PRIORITY BY 2020:

- We will understand the root causes and culture of poverty.
- We will align funding and efforts with building pathways out of poverty, and show our effectiveness based on outcomes data.
- We will engage in community collaborations and collective impact activities (convener, catalyst, leader, collaborator, advocate).
- We will develop a coordinated community strategy and overall community goal to address poverty and implement it.

WHEN THESE OUTCOMES ARE ACHIEVED, WE WILL BE

- Prioritizing work, resources and funding/allocations to ensure that all energy is squarely focused on addressing the root causes of poverty.
- Convening, collaborating, and participating with key partners across the public sector (government, education), private sector, and nonprofit sector to leverage community resources and maximize our collective impact on poverty.
- Supporting effective alignment of key influencers to address the causes and effects of poverty collectively.
- Participating in community priority setting around the community’s shared poverty agenda.
- Recognizing the unique importance of education as a factor that can lift an individual out of poverty.



4. MAKE THE CASE EFFECTIVELY THROUGH COMMUNICATION AND EDUCATION

OUTCOMES UWVP WILL ACHIEVE FOR THIS PRIORITY BY 2020:

- Poverty will be defined, and its impact will be easily understood for the community to believe poverty can and must be addressed.
- Our marketing and communications strategy, messages, and infrastructure will be highly effective at driving people to act individually and collectively to address poverty by giving, advocating, and volunteering.
- Donors, advocates, and volunteers who engage with UWVP will understand the clear and measurable impact of their efforts.
- UWVP's role will be recognized by the general public and by business/civic leaders in the community-wide effort to reduce poverty including as an expert, an activist, and a backbone organization.

WHEN THESE OUTCOMES ARE ACHIEVED, WE WILL BE

- Formulating communication and education strategies that ensure a clear understanding of the scope, scale, and impact of poverty in our community.
- Developing new and more effective methods that compel a broader cross-section of the community to participate and invest in the collective work of creating pathways out of poverty.
- Demonstrating the clear and measurable impact on investors' and volunteers' efforts on the community's poverty issue.
- Continually adapting and refining messages for clarity and simplicity based on active engagement with multiple community sectors.
- Clearly articulating UWVP's role to support the proposed community-wide effort to create pathways out of poverty.

"The world is a **dangerous** place, not because of those who do evil, but because of those who look on and **do nothing**."

— Albert Einstein, *theoretical physicist*





“Stop acting independently and build upon strengths of the region to solve problems.”

-Focus Group Participant



“We have a generation of children that don’t know what a healthy community looks like.”

-Focus Group Participant



“It’s time to tackle issues at scale to have an impact. We need to lead and make a transformational difference.”

-Focus Group Participant





**WE WILL,
WHEN WE LIVE UNITED.**



United Way of the Virginia Peninsula

United Way of the Virginia Peninsula

Two City Center
11820 Fountain Way Suite 206
Newport News, VA 23606

(757) 873-9328
www.uwvp.org