

United Way  
of Danville - Pittsylvania County



# *Community Impact Agenda*

**Our Mission:**

*Improve lives* by mobilizing the caring power of community to make lasting, measurable changes in community conditions that affect us most.

***2005-2009***

*v. 1.0*

what matters.™

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# EXECUTIVE SUMMARY

Within this report are 3 basic elements:

1. Definition of “Community Impact” and the road traveled to create a new United Way business model
2. Definition of the 5 Focus Areas identified through an intense focus group and research process
3. Refreshing and Renewing of our vision, values, and commitments

## 1. DEFINITION OF COMMUNITY IMPACT AND THE ROAD TRAVELED TO CREATE A NEW UNITED WAY BUSINESS MODEL

Over the past 3 years, United Way of Danville-Pittsylvania County has been building a new model to more effectively impact our community. The process has led us through the implementation of program outcome measurement (requiring our funded agencies to measure and report on the results of the program for the people they serve) and the completion of this report (a strategic plan for future investment of donor gifts and other resources in our community).

The transformation to a Community Impact United Way is one that is inspired by a national movement. United Ways across the country are coming to understand that in order to continue serving communities into the future, a new approach is needed. Many United Ways are already experiencing success under the new model. Many more are still only beginning to build the model. While the national organization (United Way of America) provides leadership and guidance in transforming local United Ways, each local community must decide for themselves what their model will look like, and how they will operate to best serve their community.

For us, the term Community Impact denotes an enhanced way to deliver value to our donors and ultimately, our community. It mandates that our role goes beyond collecting workplace funds annually and allocating them monthly to cover expenses incurred by a set number of non-profit, human service agencies. Our new role includes coordinating any number of community resources to achieve measurable community-wide impact. We will strive to convene established and new partners to solve problems at a community level.

Instead of having “member agencies”, we will have “impact partners”, and those partnerships will not be limited to a set number, nor to the non-profit sector

alone. We will strive to work together to improve lives across sectors by assisting non-profits to work more effectively, and partnering with the business and government sectors. In this new model, collaboration is the key. We cannot achieve community impact while working in silos. We must create synergy and address issues the UNITED way.

The agenda is based on input from a cross-section of community citizens through nearly 20 focus groups. It is NOT a list of agencies and programs we will fund. In fact, the Community Impact model includes funding and fund raising as strategies, but does not dictate a specific group of agencies to fund on any regular, long-term basis.

## **2. DEFINITION OF THE 5 FOCUS AREAS IDENTIFIED THROUGH AN INTENSE FOCUS GROUP AND RESEARCH PROCESS**

Through the focus group process mentioned above, priorities were identified that clearly rose to the top in each focus group.

The Top 5 Results:

**Education – Creating Lifelong Opportunities for All Ages**  
**Access to Health Care for All**  
**Strengthening our Neighborhoods**  
**Strengthening Youth and Families**  
**Assisting Individuals and Families in Crisis**

The identification of these priorities will assist us in making investment decisions for the next 4-5 years. Any direct funding we offer will be strategically chosen on the basis of a program/agency's ability to help the community succeed in one or more of these 5 focus areas. More importantly, United Way will strive to build partnerships and collaborations that will create innovative strategies to achieve the Agenda.

## **3. REFRESHING AND RENEWING OF OUR VISION, VALUES, AND COMMITMENTS**

For well over 80 years, United Way of Danville-Pittsylvania County has served our community in a very unique manner. We have been the central fund-raiser for our community on an annual basis. We have provided financial resources to scores of non-profit agencies doing good work in our community. And we have fostered a spirit of generosity and caring that has spanned generations.

Today, in that same spirit of caring, we reach for a new level of impact. We realize that as our environment has changed, so must our methods.

**Our mission remains intact:**

We will **improve lives** by mobilizing the caring power of community to create lasting, measurable changes in the conditions that affect us most.

**Our values are unwavering:**

We will continue to value the **non-profit community of agencies** that have served countless individuals for many years, and continue to do so.

We value **those who give generously** to ensure the support needed to do this difficult work.

We value our many **volunteers**, without whom we could never achieve the degree of impact we have.

We value **collaboration**.

We value **accountability** – for ourselves and our partners. We will be accountable not only for sound financial stewardship and responsibility, but for results.

We value **results**.

**Our commitments are clear:**

We are committed to **changing systems** that prevent us from improving the quality of life for our community.

We are committed to **more social learning** about our community, so that we can make sound investment and strategic decisions that will improve the quality of life for our community.

We are committed to being **pro-active in reaching out** to all sectors, organizations, and individuals in our community to forge partnerships that will improve the quality of life for our community.

We are committed to **helping those in need**. We will work with our partners to ensure that those in crisis are not alone.

# COMMUNITY IMPACT DEFINED

Community Impact IS:

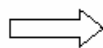
**Improving lives by mobilizing communities to create sustained changes in community conditions.**

Community Impact...

Is <b>NOT</b> just about improving lives of clients of United Way-funded programs.	<b>IS</b> about improving lives of people affected by the community's priority issues.
Is <b>NOT</b> just about influencing the health and human services sector.	<b>IS</b> about influencing whatever sectors, systems, networks, groups, or environments can play a role in improving lives in our communities.
Is <b>NOT</b> just the job of certain United Way functions (e.g., fund distribution, community building).	<b>IS</b> the business of the entire organization.

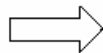
## Making the Culture Shift:

**From:**



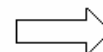
**To:**

A fundraising organization



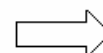
✓ A community impact organization

Only funding the needs of agencies and programs



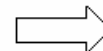
✓ Investing in strategies for community change

Sole focus on program outcomes



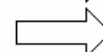
✓ Ultimate focus on community outcomes

Donor or giver



✓ Community Investor

Locally-oriented



✓ Both Locally and System-oriented

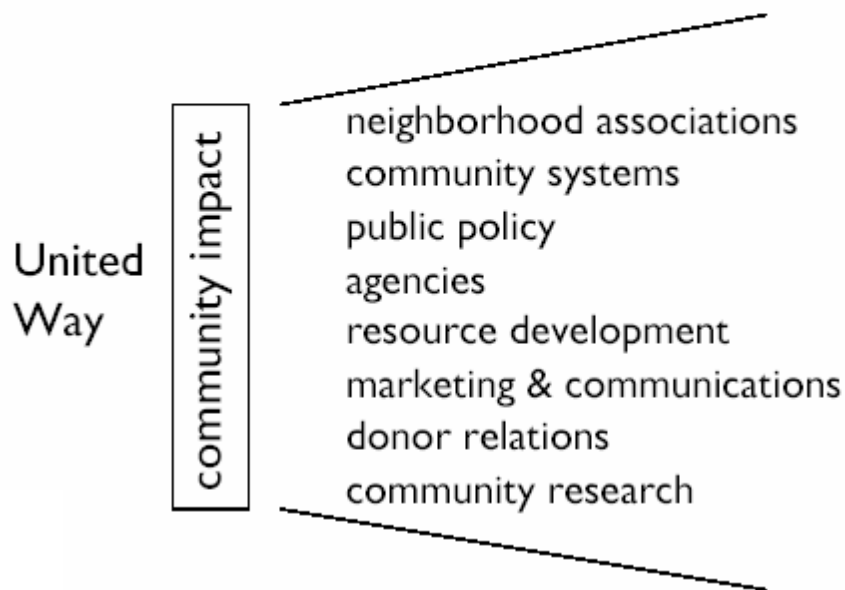
## Changing Filters: **OLD**

*United Ways looked at community impact through the filter of funded agencies*



## Changing Filters: **NEW**

*United Ways look at funded agencies--and everything else--through the filter of community impact*



# THE COMMUNITY IMPACT AGENDA

- The community impact agenda is essentially a plan representing consensus on the community’s most pressing needs.
- The goal of a community impact planning process is to identify priority .community issues and specific sustained changes in community conditions that will result in improving lives.
- By convening a diverse group of community stakeholders, UW and its partners create the opportunity to mobilize the community toward making these changes in community conditions.
- UW staff and volunteers will develop new or enhanced skills around collaboration and other community-building competencies.

## What’s Different?

FROM	TO
An internal process	A Community Process
UW volunteers have ongoing responsibility for assessing community needs.	UW and/or partners convene multiple key community stakeholders to assess community conditions.
In assessing community needs, non-UW organizations’ involvement is generally limited to co-sponsorship of the process.	UW and non-UW organizations are real partners in the assessment and have a stake in the agenda that emerges.
Categories of need focus on issues addressed by health and human services.	Focus areas are wide-ranging and may include issues not typically addressed by traditional health and human services.
UW and other organizations use assessment data separately for individual purposes.	UW and partners analyze information to focus jointly on pressing community issues and conditions.
In awarding resources, UW volunteers set funding priorities that are strongly influenced by historical relationships.	UW and partners create a focused impact plan that includes defining action steps and identifying priorities for funding and other partner resources that are based on effectiveness and supporting the community agenda.
UWs view funding as the primary strategy for impacting community.	Funding is viewed as only one of many strategies that are available to partners for impacting community conditions.

# THEORY OF THE BUSINESS

	FROM	TO
<b>1. Assumptions about the environment, mission, and core competencies</b>	Non-Profits operate separately from other community sectors, and struggle financially to survive. Some are “sustainably broken”.	Non-profits are an integral part of community development in cooperation with business and government, as well as individuals and other non-profits.
<b>2. How assumptions fit together - the "Business Theory"</b>	Raise lots of money perpetually, at low cost, and share it with as many health & human service non-profit agencies as possible.	Convene, identify, strategize, innovate/implement, measure/evaluate – to the end of changing community conditions for the better.
<b>3. Understanding of the Business theory throughout the organization.</b>	Departmentalized (Campaign, Allocations, etc.).	Every effort aligned to the mission.
<b>4. Testing of the theory and capacity for change</b>	Making goal, upward trends in giving.	Making results sustainable, measuring community-wide indicators, and adjusting strategies as needed.

# THE PROCESS

2002

## STRATEGIC PLANNING

The first step in our journey to the Community Impact Model was taken in our 2002 strategic planning process. The analysis of strengths, weaknesses, opportunities, and threats revealed the following 4 critical issues we committed to address:

1. How can we develop additional resources in a vulnerable economy (Increase campaign)?
2. How do we take United Way to the “next level” in terms of our overall function in the community?
3. How do we ensure that our investment in the community is making the most significant impact? Allocations redesign only partially addresses.
4. How do we develop and implement more effective year-round marketing efforts with limited resources?

The response to all 4 critical issues has gained clarity over the ensuing years and months: The Community Impact Model defined in the previous section.

## IMPLEMENTATION OF OUTCOME MEASUREMENT

United Way of Danville-Pittsylvania County was well behind the rest of the country in the implementation of what all major funding organizations now require: Outcome Measurement.

For many years, non-profit agencies have been adept at measuring and reporting on “outputs” (e.g. *# of persons served, # meals delivered, # of hours of counseling provided, # kids mentored, etc.*). More donors are now demanding measures of the results. Outcomes tell the benefits gained as a result of the programs. What changed for the clients? Better grades? Fewer incidents of conflict? Greater self-sufficiency?

These changes are measurable if the right data is collected and tracked, and if the programs are true to their mission. Granted, they are more difficult to measure, but necessary in order to ensure (not assume) that programs are indeed effective.

The change to outcome-based funding was implemented over a 3-year period (2002-2005). Each year brought a greater degree of accountability in the area of results for clients. Each year’s introduced requirements were accompanied with the

corresponding training at little to no cost to partner agencies. In March, 2005, the implementation was complete. Now, as we move into our new funding requirements according to the Community Impact Agenda, no fewer than 28 non-profit agencies have spent 3 years preparing and building capacity to measure “what matters” most – improvement in the lives of those they serve.

## **2003**

### **BOARD FINAL COMMITMENT TO THE NEW MODEL IMPLEMENTATION**

In June 2003, the United Way Board held a retreat to ensure the direction we were going was indeed the right one. At that meeting, we committed to moving forward with focus groups and allocation restructuring. We achieved unanimity in revitalizing United Way under a newer, more innovative model. We identified the essential attributes we would need to possess, and renewed our strategic plan to acquire any of those attributes we did not already possess.

### **SECURING COMMUNITY SUPPORT – OUR FIRST PARTNERS**

Throughout the remainder of 2003, United Way’s board and executive director toured our community and forged partnerships with a number of community leadership entities who endorsed the new direction and committed support in helping to achieve success. This initial list of partners (still growing) follows:

Averett University  
City of Danville  
Danville Community College  
Danville-Pittsylvania County Chamber of Commerce  
Danville-Pittsylvania Community Services  
Danville Regional Health System  
Danville School System  
Danville Science Center  
Evince Magazine  
Future of the Piedmont Foundation  
The Institute for Advanced Learning & Research  
Pittsylvania County Administration  
Pittsylvania County School System  
Register & Bee  
Star Tribune  
Virginia Cooperative Extension  
Virginia Tech  
WBTV / WAKG Radio  
WDVA Radio

**2004-2005**

**FOCUS GROUPS TO DETERMINE PRIORITIES**

From April 2004 to April 2005, United Way conducted 14 Level I focus groups and 6 Level II focus groups to determine both the highest priorities and impact strategies for each. The focus groups we conducted are listed below:

Level I focus groups were facilitated to determine the issues that our citizens felt most strongly we should address over the next 3-5 years. The 14 groups convened:

- Local Government Leaders
- Danville Educators
- Pittsylvania County Educators
- Church Representatives
- United Way Board
- United Way member Agencies
- Non-United Way Non-Profits
- Youth (Juniors and Seniors)
- Senior Citizens
- Individual Professionals
- Top United Way Contributors
- Leadership Southside Alumni
- Minorities (African-American and Hispanic)
- Pittsylvania County Businesses

Level II focus groups were convened for the purpose of concentrating on specific areas identified in the level-one groups. Most of these meetings were facilitated by David Moore, Assistant Director for the Institute for Governance and Accountabilities at Virginia Tech. The groups convened:

- Leadership Southside Project Team
- Representatives from the 20 Impact Endorsing Partners
- Select Representatives from each of the level-one focus groups
- Individuals Involved with Education
- Individuals Involved with Health Care
- Individuals Involved with Neighborhood Development
- United Way Board

**RESEARCH**

During the period following the Level I focus groups, and continuing to date, a process of data gathering has been underway at Virginia Tech to identify the key statistical factors that influence our areas of focus. Students taking on this project are working under the direction of David Moore.

# **FOCUS AREAS SUMMARY**

## **IMPROVING EDUCATIONAL OPPORTUNITIES**

Creating learning opportunities at all levels.

Making measurable improvement in the educational achievements of our citizens.

Increasing the readiness of children to enter the educational system.

Providing GED training and completion opportunities for individuals who are or should be in the workforce.

## **INCREASING ACCESS TO HEALTHCARE**

Opening access to all aspects of health care to the uninsured, underinsured, and/or low-income families or individuals.

Making measurable gain in the number of individuals given access to necessary health care.

Measurably improving the quality of life for individuals and families dealing with diseases or conditions, both physical and mental.

## **STRENGTHENING OUR NEIGHBORHOODS**

Fostering support for efforts that make our community safe from crime, injury, or conflict.

Measurably increasing the amount of engagement neighbors have with each other.

Measurably improving the leadership capacity of grass-roots leaders.

Measurably increasing the number of organized neighborhoods.

Making neighborhoods measurably safer.

## **STRENGTHENING FAMILIES AND YOUTH**

Supporting programs and strategies that measurably enrich our youth in the areas of character development, leadership, and critical learning for future self-sufficiency.

Supporting programs and strategies that measurably engage parents and families to create the optimum environments for children and youth to succeed.

## **ASSISTING INDIVIDUALS AND FAMILIES IN CRISIS**

Supporting a comprehensive set of critical services in the community to provide relief or intervention for individuals and families experiencing emergency situations.

Being prepared to quickly respond (financially and organizationally) to community crisis/disaster.

## **IMPACT STRATEGIES AND CORE SERVICES DEFINED**

The first three focus areas are categorized as “Impact Strategy” areas. These are areas in which we will commit resources and utilize partnerships to achieve measurable success, long-term, at a community level.

The last two focus areas are defined as “Core Service” areas. These areas are broader in nature, and address areas of need that are not always measurable long term (e.g. fire and rescue or disaster relief).

Both are critical to improving quality of life for citizens of our community. Both areas require outcome measurement at some level, and both will be addressed strategically.

Because the dynamics are different for each area, our focus groups to date have centered on the impact strategies. Further planning groups will be convened in the community to focus on the core services areas.

Requests for Proposals (RFP) for the impact strategy areas will be slightly different from the RFPs for the core services areas. Collaboration will be paramount, particularly in the impact strategies areas.

# IMPACT STRATEGIES

## #1 - INVESTMENT IN EDUCATION

### IMPROVING EDUCATIONAL OPPORTUNITIES

Creating learning opportunities at all levels.

Making measurable improvement in the educational achievements of our citizens.

Increasing the readiness of children to enter the educational system.

Providing GED training and completion opportunities for individuals who are or should be in the workforce.

### SITUATIONAL CONTEXT

Our Level I focus groups were 100% consistent in one thing: Education is the top priority. Discussions in those meetings centered on the work force. With textiles and tobacco no longer serving as the core of our employment, today's and tomorrow's work force require different skills and educational achievement. With nearly 2,000 new jobs being added in our region over the past 2 years, it is essential that our citizens be able to fill the new positions, and succeed in them.

While a race is underway to bring the current workforce up to speed, a future workforce continues to struggle early on in school. Bringing these youngsters up to speed is even more critical. Consider the following statistics:

- Approximately 40% of African-Americans over 25 in our region have less than a high school education.
- Approximately 30% of white adults over 25 in our region have less than a high school education.
- Approximately 20% of all adults over 25 in our region have less than a 9<sup>th</sup>-grade education.
- In 2000, Danville and Pittsylvania County were both performing well below the state and national averages for adults 25 and older who possess at least a bachelor's degree (National, 20%, Virginia, 28%, Danville, 11%, Pittsylvania County, 8%).
- The graduation rate in Danville was 10% lower than the state average in 2003.
- The graduation rate in Pittsylvania County was 5% lower than the state average in 2003.
- The projected supply and demand gap for jobs in 2012 has strong implications. For example, it is projected that mechanical, production and processing, and clerical jobs will have a greater supply of workers than demand. In contrast, Medicine and Dentistry, customer and personal service, education and training, and computers and electronics will have a greater demand than supply. The conclusion is that a higher level of education, and more specialized education will be required for local citizens to retain gainful employment.
- In 2003, 32.5% of Danville City kindergarten students were identified as needing additional intervention under an early intervention reading initiative. The state average for the percentage of Kindergarteners requiring such intervention is 20.3% and the percentage in Pittsylvania County is 23.5.

## **EDUCATION – POTENTIAL STRATEGIES**

The Level II Focus Group for education revealed a common theme, as members agreed that early childhood education (literacy) was the key to long-term change in our community. It was noted that if a child is not reading at the appropriate level by grade 3, intervention becomes harder and success less likely.

### **EARLY CHILDHOOD INITIATIVES**

- Focus on reading up to 3<sup>rd</sup> grade.
- Expand Church-Based Tutorial Program to include summer programs and parenting programs centered on reading.
- Consider “Reading Camps” in partnership with entities like Vacation Bible School, etc.
- Focus on parenting (e.g., classes teaching parents how to teach kids to read).
- Consider distributing “early success” packets for every parent of a newborn child at the hospital. Packet could include music, books, and instructions on reading to the newborns. It would also include educational material that informs the parents of the importance of appreciating reading early.
- Assist with transportation issues that may arise out of these initiatives.

### **IN SCHOOL INITIATIVES**

- Earlier intervention programs – many schools focus on grades 9-12 to reduce dropout rates. Need earlier evaluation and intervention strategies for elementary and middle school students.
- Mentoring that focuses on reading
- Career assessments for all students (tech prep)
- Form occupational placement partnerships (business)
- Reading programs for elementary school students

### **ADULT EDUCATION INITIATIVES**

- Hold a “Summit on GED” – perhaps a partnership between the Chamber of Commerce and United Way.
- Use past GED recipients to champion efforts through testimonials, peer referrals, etc.
- Develop volunteer strategies for adult literacy tutoring.
- Promote the ideas such as businesses allowing paid hours of training for GED completion, or tax benefits for businesses who promote GED.
- Hold a gathering of all partners currently or potentially engaged in GED efforts for synergistic success. (e.g., DCC, Adult Ed, Race-to-GED, schools, businesses, Education board, faith-based programs, IALR, WIA, Adult Literacy, Chamber, etc.)
- Engage Civic Groups.

### **ALL-ENCOMPASSING STRATEGIES**

- Media Campaign around the importance of early literacy success.
- Outreach to Minorities.

**EDUCATION -- DESIRED OUTCOMES**

- Reduce the High School Dropout Rate.
- Bring all students to reading at grade level.
- Prepare our current work force for new jobs.
- Bring struggling students to grade level to increase likelihood of graduation.

**Community Impact:**

Reduced Number of High School Dropouts  
Lower Unemployment Due to Workforce Readiness  
Workforce Skill Sets Match Demand

**Intermediate Outcomes**



Adults Receive GEDs  
More Students Reading at Grade Level  
GPA Averages Rise

**Initial Outcomes:**



Parents Read to Children  
Children's Grades Improve

**Outputs:**



Children Attend Camps & Programs  
Summit on GED Conducted  
Parent Packets Delivered to Parent of Every Newborn

**Activities:**



Reading Camps  
Literacy Programs  
GED Coordination  
Tutoring and Mentoring  
Parenting Classes

# IMPACT STRATEGIES

## #2 - INVESTMENT IN ACCESS TO HEALTH CARE

### INCREASING ACCESS TO HEALTHCARE

Opening access to all aspects of health care to the uninsured, underinsured, and/or low-income families or individuals.

Making measurable gain in the number of individuals given access to necessary health care.

Measurably improving the quality of life for individuals and families dealing with diseases or conditions, both physical and mental.

### SITUATIONAL CONTEXT

The number of people who cannot afford access to health care is a national issue. In Southside Virginia, the issue is magnified. Nearly a quarter of the population has no health insurance, and many are underinsured.

- The incidence of heart disease in Southside and Danville/Pittsylvania County is significantly greater than in the state of Virginia as a whole. While the incidence rate of heart disease in the Virginia is 199 per 100,000 population, the incidence rate in Planning District 12 (Pittsylvania, Henry, Patrick & Franklin) is 352 per 100,000 population. The incidence rate in Danville is even higher at 509 per 100,000 population, more than 2.5 times the rate for the state of Virginia as a whole. The incidence rate in Pittsylvania County is also elevated at a rate of 255 per 100,000 population.
- In the city of Danville, the incidence rate for lung disease is 1.65 times the state rate, the incidence rate for cancer is 1.8 times the state rate, the incidence rate of diabetes is 2.1 times the state rate and the incidence rate of cerebrovascular disease (i.e. stroke) is 2.3 times the state rate.
- Since January 2004, the enrolment rate of Danville City children eligible for enrolment in the Children's Health Improvement Program (CHIP) has increased from 85% to 94%.
- Danville Regional Medical Center spends around 11.4% of its revenues on charity care, bad debt and taxes. In 2003, the Center spent almost \$7 million dollars on charity care.
- Over 20% of citizens in Danville-Pittsylvania County do not have health insurance.

## **ACCESS TO HEALTH CARE – POTENTIAL STRATEGIES**

As was the case with the education focus groups, the Level II Focus Group for health care agreed on a common theme – more **education and awareness** around prevention, wellness and nutrition, and access to care when needed.

### **ACCESS INITIATIVES**

- Foster an environment of collaboration and integration of services.
- Promote and Implement 2-1-1 Information and Referral System.
- Strategically engage in advocacy and influencing public policy .
- Address transportation needs (major issue among all health care providers).
- Evaluate and address complete health access capacity (mental, dental, developmental, spiritual, physical).
- Open dialogue with end users/clients. Those in need of services need to be at the idea table.
- Create a culture of understanding through education and awareness campaigns.
- Become a “clearinghouse” for preliminary screening, computer database tracking, etc. More comprehensive information and referral system (partner with Crisis Line, 2-1-1, etc.).

### **QUALITY OF LIFE INITIATIVES**

- Focus on Prevention Strategies (high incident rates of cardiovascular disease, cancer, etc.).
- Focus on wellness and nutrition.
- Develop programs for teaching wellness and nutrition to children.
- Parental training on proper nutrition and health for their children.

### **ALL-ENCOMPASSING STRATEGIES**

- Media Campaign around the importance of proper health and nutrition.
- Actively engage in community awareness and education around both access and quality of life/prevention.
- Provide organization capacity assistance for non-profit agencies working in health care arena.
- Expand/Enhance the very successful “Green Book” to more specific areas of need, and more comprehensive database of services, as well as providing more guidance to clients in negotiating the system(s).
- Take active vs. passive approach to addressing health care issues.
- Convene the formation of a provider association, coalition, or network for learning and resource sharing opportunities.

**ACCESS TO HEALTH CARE -- DESIRED OUTCOMES**

- Increase health care access to uninsured, underinsured, and/or low-income families and individuals.
- Improve the quality of life as it relates to health and wellness for citizens of Danville-Pittsylvania County.
- Create greater capacity among health care and prevention organizations to share resources, effectively communicate with and learn from each other, and engage in more effective referrals.

**Community Impact:**

Reduced Number of Critical Incidents of Cardiovascular Disease and Cancer  
Improved Quality of Life for Families and Individuals  
Greater Access to Health Care When Needed  
Healthier Community

**Intermediate Outcomes**



Greater Access to Transportation is Available for Individuals Needing Health Care  
Reduction in Illnesses Related to Poor Nutrition Habits  
2-1-1 Referral System Improves Access

**Initial Outcomes:**



Families Pay Attention to Wellness  
Children Eat Healthier Foods  
Access Agencies Able to Assist More People

**Outputs:**



2-1-1 Implementation  
Health Care Agencies Complete Capacity Training  
Ongoing Care through Access Agencies  
Key Awareness Messages Reach Critical Mass  
Youth and Families Complete Nutrition/Wellness Programs

**Activities:**



Ongoing Access Programs  
Kids Nutrition Programs  
Parental Training  
Wellness Education Campaigns  
Capacity Assistance Programs/Training  
Feasibility Planning for Transportation Systems

# **IMPACT STRATEGIES**

## **#3 - INVESTMENT IN STRENGTHENING NEIGHBORHOODS**

### **STRENGTHENING OUR NEIGHBORHOODS**

Fostering support for efforts that make our community safe from crime, injury, or conflict.

Measurably increasing the amount of engagement neighbors have with each other.

Measurably improving the leadership capacity of grass-roots leaders.

Measurably increasing the number of organized neighborhoods.

Making neighborhoods measurably safer.

### **SITUATIONAL CONTEXT**

There are more youth gangs (16) in Danville than there are neighborhood associations (14). And not all associations are formalized and incorporated. Of particular concern is the number of low-income neighborhoods at higher risk for crime and low educational achievement.

There are neighborhoods in Danville (e.g., Camp Grove) that have demonstrated effectiveness in achieving impact through engagement and organization. But even within those neighborhoods, there is much work to do to eliminate drug abuse, safety hazards, and other issues affecting their communities.

- There are 14 neighborhood associations in low to moderate income neighborhoods in Danville; however, only 5 are active. Many other low to moderate income neighborhoods have never had an association of any kind.
- In 2003, the crime rate for the City of Danville was 521 crimes per 10,000 population compared with 357 crimes per 10,000 population for the state and 472 per 10,000 population for the United States as a whole.
- The violent crime rate in the City of Danville in 2003 was 35.6 violent crimes per 10,000 population, almost twice the rate in Lynchburg (20.6) and almost as high as Richmond (41.1).
- In 2003, Danville City had the same number of murders (5) as Chesapeake, even though Chesapeake has four times the population of Danville.
- In 2003, the City of Danville Police Department reported 392 drug/narcotic offenses and 145 drug/narcotic related arrests. Six of those arrests were juveniles.
- In the 2002-2003 school year, Danville City Schools reported 11 drug related incidents and Pittsylvania County Schools reported 12 incidents.

## **STRENGTHENING NEIGHBORHOODS – POTENTIAL STRATEGIES**

Strategies for strengthening neighborhoods will rely on a foundation upon which neighborhoods are formally organized. Focus groups identified a number of initiatives that require resources only available to 501 (c)3 organizations. Generally, the strategies proposed fall into one of three categories: Safety, Leadership Development, and Community Enhancement.

### **SAFETY INITIATIVES**

- Assist neighborhood leaders in cooperating with city/county to address 3 key safety areas: (1) Lighting, (2) Speeding vehicles, and (3) Abandoned property (broken windows theory).
- Support drug prevention strategies in targeted neighborhoods.
- Support the work of Neighborhood Watch Programs and Community Policing.
- Create a Reassurance Call Network.

### **COMMUNITY ENHANCEMENT INITIATIVES**

- Create a network among all associations, sharing practices and resources between affluent and low-income neighborhoods.
- Conduct Needs Assessments by neighborhood.
- Recognize engaged neighborhoods to create sense of pride and healthy competition between neighborhoods.
- Promote and support programs like the 80/20 Partnerships.
- Explore feasibility of neighborhood senior centers.

### **LEADERSHIP DEVELOPMENT INITIATIVES**

- Support Chamber of Commerce Neighborhood Leadership Institute to develop grass-roots leadership training and development.
- Engage neighborhood churches to provide leadership in community development.
- Create a network among all associations, sharing practices and resources between affluent and low-income neighborhoods.
- Encourage and facilitate more interaction between city/county officials and neighborhood leaders about the issues in specific neighborhoods.
- Develop leadership programs for youth, centered in neighborhoods.

### **ALL-ENCOMPASSING STRATEGIES**

- Assist in the development of neighborhood associations (existing and new).
- Provide leadership training and development through the Chamber of Commerce Neighborhood Leadership Institute.
- Assist in connecting neighborhood leaders with community resources to achieve impact neighborhood by neighborhood.

## **STRENGTHENING NEIGHBORHOODS -- DESIRED OUTCOMES**

- Increase engagement of neighbors with one another on addressing the issues facing their community.
- Create a safer environment for citizens.
- Increase Neighborhood Activities (Particularly for Youth and Seniors) that are Healthy, Enriching, and Impacting.

### **Community Impact:**

Safer Neighborhoods – Reduced Neighborhood Crime  
Strong Neighborhoods Enhance Economic Development Efforts  
More Leadership Engaged in Enhancing Quality of Life

### **Intermediate Outcomes**



Citizens Develop a Greater Sense of Pride for their Neighborhoods  
Citizens Feel Safer and More Secure  
Reduction of Drug Abuse  
Reduction of Gang Activity

### **Initial Outcomes:**



More Neighborhoods Become Formally Organized  
People Become Acquainted with More of their Neighbors  
Neighborhoods Acquire Additional Resources for Projects

### **Outputs:**



Neighborhoods Complete Need Analysis  
Neighborhood Leadership Institute Provides Training  
Neighborhood Watch Programs Grow  
Increased Dialogue with City/County Officials

### **Activities:**



Needs Assessments  
Youth Programs  
Leadership Training  
Neighborhood Planning  
Drug Prevention Efforts  
Networking

# **CORE SERVICES**

## **#1 - INVESTMENT IN STRENGTHENING YOUTH AND FAMILIES**

### **STRENGTHENING YOUTH AND FAMILIES**

Supporting programs and strategies that measurably enrich our youth in the areas of character development, leadership, and critical learning for future self-sufficiency.

Supporting programs and strategies that measurably engage parents and families to create the optimum environments for children and youth to succeed.

### **OVERVIEW**

Over the course of the next 1-2 years, we will be working to form further definition in this important area. Core services, broader in focus but still impacting, allow us flexibility in determining the most effective uses of community resources toward improving quality of life.

In the area of strengthening youth and families, there is potentially significant overlap in programming that addresses one of the three impact initiatives (i.e., education, health care, and neighborhoods). Ideally, investments in programs will address multiple areas of focus simultaneously.

**In terms of granting funds, United Way will seek to invest in strategies that are:**

- Collaborative
- Innovative
- Unique
- Measurable
- Impacting

**For youth, we will seek to support, among other things, services and programs that:**

- Build character
- Impart leadership
- Foster education
- Provide safe, enriching, engaging activities
- Reduce various risk factors (drug abuse, dropout, crime, economic dependence, etc.)

**For families, we will seek to support, among other things, services that:**

- Help families resolve/reduce conflicts and solve problems
- Increase parenting skills
- Increase health and wellness
- Increase educational opportunities

# CORE SERVICES

## #2 - INVESTMENT IN ASSISTING INDIVIDUALS AND FAMILIES IN CRISIS

### ASSISTING INDIVIDUALS AND FAMILIES IN CRISIS

Supporting a comprehensive set of critical services in the community to provide relief or intervention for individuals and families experiencing emergency situations.

Being prepared to quickly respond (financially and organizationally) to community crisis/disaster.

### OVERVIEW

Again, core services, broader in focus but still impacting, allow us flexibility in determining the most effective uses of community resources toward improving quality of life.

Initially, this area denotes an intervention strategy – helping people who are already in some kind of crisis. Crisis response ranges from disaster relief to emergency incident response, and from domestic violence intervention to assistance during an individual or family's economic crisis brought on by loss of employment or other circumstances.

Obviously, no one agency has sufficient resources to meet every need that arises in our community. And while we cannot provide funds to every agency and program that provides some sort of response to emergency needs, **we will seek to support programs and services that:**

- Have skill and knowledge capacity to deliver impacting response
- Are sustainable
- Have diverse resources
- Operate efficiently and even collaboratively
- Are non-duplicated
- Innovative
- Impacting

One specific strategy that will be pursued is community awareness around disaster planning. United Way will work with the city, county, state, and federal governments, as well as crisis response organizations and the business sector in the ongoing development of community disaster/crisis preparedness plans.

## **FOSTERING COMMUNITY CARE & CAPACITY**

In addition to the 5 areas of focus for future United Way investment in the community, we will seek to continually partner with those entities interested in building community capacity.

Currently, a partnership between The Institute for Advanced Learning and Research (IALR), Community Foundation of the Dan River Region, Danville-Pittsylvania Community Services, and United Way is enabling the development of plans for capacity building in the non-profit sector of our community. The initiative centers on providing training to non-profit leaders in the areas of strategic planning, resource development, grant writing, board development, collaboration, and more.

An initial workshop in March at the IALR was attended by around 70 non-profit professionals and volunteer leaders. Another is being planned for late May.

Larger plans, which include a unique partnership with the Danville-Pittsylvania County Chamber of Commerce, are for a community volunteer center which would serve as a placement bank and a development program. No such center currently exists in Southside Virginia, and in a recent survey conducted by the above partnership, non-profit agencies cited volunteer recruitment and development as a critical issue.

In the “Theory of the Business” on Page 8, the importance of government, business, and non-profits working together is noted.

In their report to the community in 2000, the Future of the Piedmont Foundation noted:

“The nonprofit sector is made less effective as a result of overlapping concerns, limited resources, and a lack of historic collaboration across sectors (public, private, and non-profit)”

This reality is at the forefront of our renewed effort to foster cooperation, collaboration, and innovation.

As a first step toward capacity building, United Way must leverage its own resources, and develop more comprehensive resource development plans that extend beyond the traditional annual work place campaign. We will seek to create investment opportunities for major donors, and encourage strategic resource development and placement for specific initiatives.

Given these principles, United Way is committed to recognizing, and even creating opportunities for greater capacity building and collaboration in our community among partners beyond our traditional group of member agencies, with the ultimate goal of improving lives with maximum impact in the community.

# RECOGNITION OF PARTNERS

We would like to acknowledge the following key partners in our efforts to bring this document to the community:

## **Initial Endorsing Partners:**

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Danville Community College  
Danville-Pittsylvania County Chamber of Commerce  
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# CONCLUSION AND NEXT STEPS

This Community Impact Agenda is Version 1.0. We recognize that there is still much work to be done in research, strategic planning, and process redesign.

## What We Have Done to Date:

- Redefined our mission.
- Realigned our board and staff.
- Implemented new brand mark standards.
- Completed our 3-year implementation of outcome-based funding for our agencies.
- Engaged the community as never before in determining investment priorities (20 Focus Groups).
- Identified 5 Areas of Focus for the new Community Impact work.
- Gathered key basic statistical information (with Virginia Tech's assistance) related to agenda areas of focus/priorities.
- Carefully drafted a plan and timeline for moving into the new work.
- Already engaged in new work through partnerships with Chamber of Commerce, IALR, City of Danville, Community Foundation, etc.) toward broad community impact initiatives.
- Completed Community Impact Agenda (Version 1.0).

## Next Steps Include:

- Establish baseline community indicators to track over the next 3-5 years.
- Create new funding process to align with Community Impact Agenda (New funding cycle [\$0 Baseline] begins April 2006).
- Address internal capacity.
- Research funding opportunities for Community Impact Initiatives already identified (Non-Profit Capacity Building, Neighborhood Leadership Institute, Southside Volunteer Center, Early Childhood Literacy Work).
- Redesign annual campaign "Case for Giving" – Customize to various target audiences.
- Enhance resource development efforts beyond annual workplace campaign (Major Gifts, Grant Development, In-Kind, Planned Giving, etc.).