



SOUTH HAMPTON ROADS

**WE'RE A  
COMMUNITY  
THAT THINKS  
A LITTLE  
DIFFERENTLY  
ABOUT SOLVING  
PROBLEMS**

*UNITED FOR CHILDREN • 2016 ANNUAL REPORT*



# A LETTER FROM THE CHAIR

Four years ago we started with a simple question: *WHAT IF WE ALIGNED AROUND THE SUCCESS OF OUR CHILDREN?* Doing so would require a lot of changes for all of us.

First, it meant that whatever we created needed to be child-centered design. We had to agree that our plans and activities must ultimately result in children succeeding in school. Then, as we understood the issues facing those children who needed us most, United for Children partners had to work collectively to address them. These are the principles we agreed to:

- **Our community** has the expertise to solve large-scale problems.
- **Thousands of children** not graduating high school in South Hampton Roads fuels pockets of generational poverty that hurt our entire community. The #1 predictor of poverty is lack of education.
- **Education is the key** to breaking the cycle of poverty; we must work with our educators to provide for needs the schools aren't responsible for. The schools can't do this alone.
- **The answer is** to come together around the whole child with integrated individual, family, neighborhood, and school interventions through a process called Collective Impact, where we work together toward shared targets, goals, processes, solutions, and funding. This process is foundational to results.
- **We will strive** to continuously improve our work. Success is achieved through sustained intervention by aligned resources of local partners.

To best understand what was needed we turned to the teachers and parents. Below are some of those needs they identified:

**There's a "digital divide,"** where children of low-income families are much less likely to have access to computers and the Internet than other students. United Way provides funding to Life Enrichment Center to establish computer-filled Wi-Fi labs, like the ones in PB Young Sr., Tidewater Park, and Thurgood Marshall elementary schools.

**"Summer Slide" is real.** We created the Summer LEAP and Summer LAUNCH programs for elementary and middle school students to combat the learning loss that takes place when school is out.

**Health affects learning.** Children are provided with vision and hearing screenings, dental services, health and nutrition education, clothing, glasses, and health and hygiene products.

**Books contribute to academic success.** On-going book donations have been established, along with tutoring and reading programs.

**Learning begins before birth.** We plan renewed commitment on supports for infants and toddlers and their families.

**Children need an extended day.** Thoughtful partners do provide afterschool childcare for working parents as well as safe places for kids to play, but we aren't yet meeting the need.

**This is a two-generation approach. Family financial stability is the goal of every parent.** To that end, Norfolk Redevelopment and Housing Authority has created Jobs Plus, a training and job placement program. But affordable child care is a significant need.

United for Children is expanding. As donors bring in new resources for children we are able to add to this work. We've touched children in every city with small projects, and plan to help more in the years to come.

– Lewis Webb, Chair, United for Children



# ACCORDING TO Harvard Business School...



## A DYSFUNCTIONAL SYSTEM

In every community in America, a host of government programs and nonprofit organizations provide a range of services — from tutoring to mentoring to psychological counseling that young people need for learning but that schools are unable to furnish. Despite the magnitude of resources, there is scant evidence that needs of the majority of young people affected by poverty are adequately met. As reported in *The Washington Post* on May 19, 2015, “The greatest barriers to school success for K-12 students have little to do with anything that goes on in the classroom, according to the nation’s top teachers: It is family stress, followed by poverty, and learning and psychological problems.” Even if you consider this an overstatement, the reality is that the system for delivering services to meet these needs has changed little over the years. Most government programs and nonprofit organizations operate in isolation and have little or no outcome data available to prove effectiveness or to compare one program’s results with those of another.

This lack of data makes it extremely difficult, if not impossible, for business leaders and others to know how to allocate their resources efficiently. Money can go just as easily to organizations with “good stories” but little impact as to highly effective organizations.

— *Harvard Business School*  
“Business Aligning for Students: The Promise of Collective Impact”



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# MOST GOVERNMENT PROGRAMS AND NONPROFIT organizations operate in isolation



2012



2013



2014

# We continue to boldly br

LOCAL BUSINESSES • NON-PROFITS • GOVERNMENT

PB Young Elementary support includes:

Computer lab installation/computer classes for kindergarten students and parents

Installation of new playground

Food backpack program initiated

Donations of books and summer reading journals

Annual dental services program established

Sponsored field trip program begins

5-week kindergarten readiness program

**More details at:**  
[unitedwayshr.org/united-for-children](http://unitedwayshr.org/united-for-children)

Summer LEAP program is established at PB Young, focusing on ABCs (Attendance, Behavior, Coursework)

Earned enrichment classes and community field trips build students' vocabulary, world knowledge

Life-saving swimming instruction program begins at Norfolk State University for Tidewater Park students

Women's Leadership Council launches Raising a Reader program

Parent engagement program increases access to books at home: 480 titles weekly

Camp Jump Start Intervention program begins at PB Young

Christian Broadcast Network donates 450 winter coats, scarves, gloves and hats

Community baby shower in Young Terrace gives Pack n' play cribs, clothes and supplies

Pilot Media funds mobile dental services

Trained tutor program for 2nd grade begins

Old Dominion University provides professional development for PB Young Elementary teachers

Boys and Girls Clubs moves into Tidewater Park Elementary

Hampton Roads Community Foundation funds summer expansion into Tidewater Park

Computer lab installed at Tidewater Park

After-school program at Tidewater Park begins

Various partners donate book bags, hygiene products, canned goods



2014



2015



2016

# Break new ground, uniting: PARTNERSHIP AGENCIES & the most important piece – YOU!

EVMS provides health and nutrition education, 6-week Saturday writing bootcamp

Checked Flag donates picture books and new library at PB Young

“Power Hour” initiated at PB Young

Women United funds Girl Scouts and Parents as Teachers through The Up Center

GEICO presents Community Days

City of Norfolk funds expansion of Summer LEAP to Jacox Elementary School

Summer LEAP expands to Suffolk, serving thousands across two cities

Spring remediation program is established at Ruffner Middle School

Booker T. Washington Student Care Center is funded by Optima, EVMS takes the lead to develop

Kroc Center donates use of its pool, United Way pays for summer swimming instruction

Raising a Reader launched at Jacox Elementary School

STEM robotics classes begin

Trauma-informed care training for LEAP teachers provided

Three donor families establish United for Children Student Needs Fund for glasses, clothing, shoes, and more

Summer LEAP expands to Chesterfield Elementary School in Norfolk

Life Enrichment Center opens computer lab at Thurgood Marshall Elementary School in Chesapeake

City of Norfolk provides LEAP students with free access to Northside pools for swimming instruction

Norfolk Redevelopment and Housing Authority launches Jobs Plus Program providing job training, education, health and community services for unemployed/under-employed residents

Women United provides funding for trauma-informed care training for Jobs Plus staff

Trinity Presbyterian Church continues strong partnership with PB Young Elementary School

United for Children Suffolk expands to middle school, creating Summer LAUNCH

Suffolk LEAP and LAUNCH serve nearly 900 combined students

Healthy People, Healthy Suffolk donates over 500 pedometers for student and teachers

United Way of South Hampton Roads launches Community Indicators Dashboard

# UNITED WAY AS Backbone, Partner and Funder

## THE BACKBONE'S CRITICAL ROLE

### 1. Convening stakeholders to:

- determine students' most pressing needs,
- establish overall initiative goals,
- identify populations not receiving needed services or receiving lower quality services,
- help service providers through the tough conversations about the dearth of progress, and
- identify ways programs can build on and reinforce one another's work.

2. Ensure an infrastructure exists to develop baseline data, continually collect data, and create a common measurement system that monitors progress and identifies best practices.

3. Mobilize the required human and financial resources to sustain itself and help support new programs.

4. Establish a representative governance structure that provides guidance, counsel, and credibility to initiative.

5. Communicate to the public all aspects of the Colletive Impact initiative — from the need for Colletive Impact, to its unique characteristics, to the progress being made toward its goals.

– Harvard Business School  
 “Business Aligning for Students: The Promise of Collective Impact”



1

Someone has to do the challenging work of coordinating the efforts of the organizations involved. The backbone has no formal authority and must rely on its relationships with nonprofit organizations, government agencies and school districts to make this work. Fortunately, this is a core competency of United Way.



2

Providing data that is measurable, allows for action, and tracks results over time is critical to this work. Because a number of community partners have stepped forward, our region is launching a website that tracks community data and performance over time. It's available in early form at this link: [www.GHRconnects.org](http://www.GHRconnects.org)



3

Our purpose is to bring our community together to solve problems too big for any of us to solve alone. United Way has 128 years of experience in recruiting volunteers to raise dollars and fund community needs.



4

United Way is governed by volunteers and has volunteer committees established for all major functions. These activities are what volunteers do throughout the organization.



5

We publish our work in detail. Please see our website for even more information: [www.unitedwayshr.org](http://www.unitedwayshr.org)

# UNITED FOR CHILDREN **COMMUNITY PARTNERS**

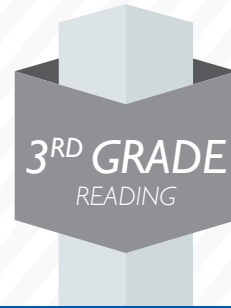
<b>Norfolk</b>	Elizabeth River Project Learning Barge	Norfolk Karate Academy	The Up Center	Jefferson Lab
Academy of Music	First Landing State Park	Norfolk Public Schools	Tides Harbor Park	King's Fork High School ROTC
African American Leadership Society	Foodbank of Southeastern Virginia	Norfolk Redevelopment and Housing Authority	Tidewater Community College	Local Civic Organizations
Alt Daily	ForKids	Norfolk Rotary	Todd Rosenlieb Dance	Loyal Order of Moose – The Family Fraternity
American Rover Cruises	From One Hand To Another	Norfolk Southern	Trinity Presbyterian Church	Obici Healthcare Foundation
Bank of America	Fulton Bank	Norfolk State University	United Way of South Hampton Roads	Old Dominion University
Beazley Foundation	GEICO	Norfolk Tides	Urban League of Hampton Roads	Suffolk Boys and Girls Club
Bruce and Sarah Bishop and Family	Deborah Gill	Old Dominion University	USI Insurance Services	Suffolk Business Women's Club
Blessed Sacrament Church	Girl Scout Council of the Colonial Coast	Opportunity Inc.	Virginia Air & Space Museum	Suffolk Center for Cultural Arts
Bon Secours	Hampton Roads Community Foundation	Optima Health	Virginia Aquarium & Marine Science Center	Suffolk Early Childhood Development Commission
Boys & Girls Clubs of Southeastern VA	Hampton Roads Community Health Center	Paradise Creek Nature Park	Virginia Arts Festival	Suffolk Education Foundation
Joan and Macon Brock	Hampton Roads Naval Museum	Park Place Health & Dental Clinic, Inc.	Virginia Department of Health	Suffolk Foundation
Camp Young	Hampton Roads Sanitation District	Pastors Roundtable	Virginia Museum of Contemporary Art	Suffolk High School Students – Community Service
Careers Through Culinary Arts	Hats for Kids	Pilot Media	Virginia Stage Company	Suffolk Parks and Recreation
Chesapeake Bay Foundation- The Brock Environmental Center	Horizons Hampton Roads	Pirates & Mermaids	Virginia Zoo	Suffolk Public Libraries
Children's Harbor	Hurrah Players & Roper Theater	Public House & Supper	Walgreens	Suffolk Public Schools
Children's Health Investment Program	Kaufman & Canoles	Reading Enriches All Children	Wall, Einhorn & Chernitzer	Suffolk Reading Council
Children's Museum of Virginia	KPMG	Recreation, Parks & Open Space	Helen E. Dragas and Lewis Webb, III	Suffolk Redevelopment and Housing Authority
Children's Hospital of The King's Daughters	Landmark Foundation	Salvation Army Ray and Joan Kroc Corps Community Center	Wells Fargo	Suffolk Sheriff's Department
Christian Broadcasting Network / Orphan's Promise	Life Enrichment Center	Sentara Healthcare	WHRO	Taylor Orthodontics
Chrysler Museum of Art	LoanCare	Seventh Point	Women United	The Up Center
CHUBB	M. H. West & Co., Inc.	Elizabeth and James Shumadine	Young Philanthropists	Tiger Martial Arts Academy
City of Norfolk	Mariners Museum	Signature Family Wealth	<b>Suffolk</b>	Triple T Sports
Clark Nexsen Architecture & Engineering	Drs. Christine and David Matson	Slover Library	Altria Companies Employee Community Fund	United States Coast Guard
Crispus Attucks Cultural Center	NASA	Spring Branch Community Church	Bank of America	United Way of South Hampton Roads
CrossRoads Church	Nauticus	St. Mary's Home	Birdsong Peanuts	Virginia Cooperative Extension / 4-H
Delta Sigma Theta Sorority	Nordstrom	SunTrust Bank	Farmers Bank	Wells Fargo
Dollar Tree	Norfolk Academy	Target #2770	ForKids	Western Tidewater Community Services Board
Dominion Enterprises	Norfolk Botanical Gardens	The Community Leadership Partners of the Hampton Roads Community Foundation	Hampton Roads Community Health Center	Westminster Presbyterian Church
Eastern Virginia Medical School	Norfolk City Lions Clubs	The Planning Council	Healthy Suffolk	WHRO
	Norfolk Community Services Board			YMCA of South Hampton Roads
	Norfolk Department of Health			



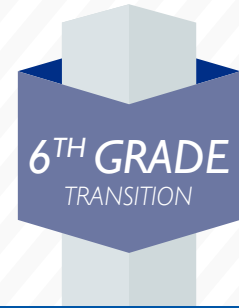
**BORN**  
HEALTHY



**KG**  
READY



**3<sup>RD</sup> GRADE**  
READING



**6<sup>TH</sup> GRADE**  
TRANSITION

UNITED FOR CHILDREN'S ROA

- Adequate pre-natal care
- Proper pre-natal nutrition
- Safe home environment
- Maternal education
- Paternal involvement



- Forms secure attachments
- Quality interactions
- Attends high-quality preschool
- Meets developmental milestones
- Receives early intervention, as needed
- Vaccinations by 5 years



- Attends full-day kindergarten
- Reads daily
- Pro-social skills
- Connected to adult mentor
- Opportunities for experiential learning
- Dental sealants at 6 years



- On-time daily attendance
- Connected to adult mentor
- Begins to explore career interests
- Dental sealants at 12 years
- Pro-social skills
- Engages in extracurricular/community activities
- Tdap, meningococcal, & HPV vaccinations



United for Children's mission is to help break the cycle of poverty through individual, family, neighborhood, and community interventions.





# D M A P T O S U C C E S S

- Masters grade-level reading and math
- On-time daily attendance
- Learns financial literacy skills
- Takes rigorous coursework
- Engages in extracurricular or community activities
- Avoids risky social behavior
- Opportunities to explore career interests



- Real choices to achieve personal goals
- Dual enrollment, apprenticeship opportunities
- Opportunities for state licensures, industry certifications
- Access to Advanced Placement courses
- Engages in extracurricular/ community activities
- Educational, social supports for teen parents



- Multiple career pathways
- On-the-job training
- Connections to institutions of higher education
- Financial literacy
- Access to banking services
- Civic engagement



## KEY



Access to books in home



Sustains learning over summer



On-time daily attendance



Annual physical & flu vaccine



Annual dental check-ups



Financial literacy education

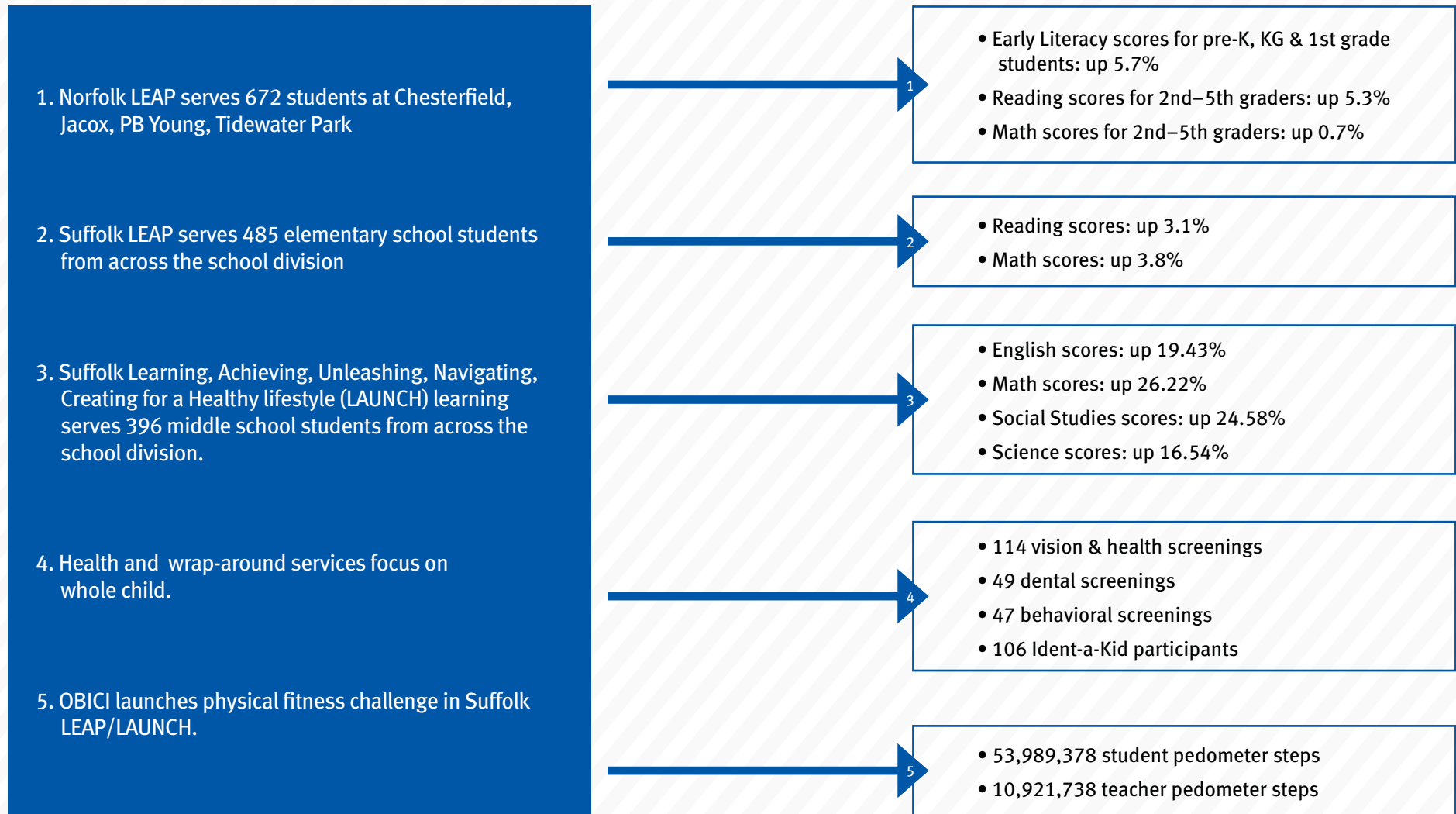


Internship, seasonal, part- or full-time employment

We're always looking for partners – if you or your organization can help kids reach any of the above milestones along their road to success, please contact Karen Kehoe; 757.853.8500, ext. 120; kkehoe@unitedwayshr.org

## UNITED FOR CHILDREN 2016 STUDENT OUTCOMES

Learning and Enrichment for Academic Progress (LEAP) focuses on improving students' attendance, behavior and coursework with hands-on/minds-on teaching methods, exciting earned enrichment educational field trips and wrap-around community services. Thanks to LEAP, "summer slide" learning loss among attendees has been drastically reduced in Norfolk and Suffolk in the last four years, as well as solid gains in reading and math, fewer children failing, higher SOL scores, and fewer reported behavior problems.



## UNITED FOR CHILDREN FINAL THOUGHTS

**Collective Impact is a process, not a program.** It's also not new to our community. The Stanford Review sites the Elizabeth River Project, founded in 1991, as a national example of how this process works. They have had great success and today they continue to work toward their goal of restoration of the Elizabeth River.

**We are also on a twenty-year-plus journey.** Our goal is to move from **changing the lives of individual children to changing the lives of thousands of children**, eventually transforming whole neighborhoods. The lessons we learn can be applied everywhere the effects of poverty on children can be found.

**Although Collective Impact is not a new process, it is a unique one.** Meaningful alignment of different organizations is difficult – especially given the frantic pace of most organizations. United Way is actively looking at how it can encourage organizations to use one another's expertise to get better results for those we serve and is incorporating collective funding as one of our grant-making models.

**You can help make a difference.** Teachers and parents want your help, but it needs to be done in a coordinated way that doesn't overwhelm them.

The closing paragraph of *How Children Succeed* by Paul Tough reads:

“Helping children in adversity to transcend their difficult circumstances is hard and often painful work. It can be depressing, discouraging and even infuriating. But what the research shows is that it can also make a tremendous difference, not only in the lives of individual children and their families, but in our communities and our nation as a whole. It is work we can all do, whether or not it is the profession we have chosen. **The first step is to simply embrace the idea that we can do better.**”

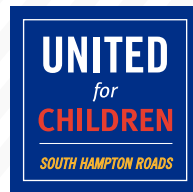
***If there are children suffering in your community – there is something you can do.***  
**We invite you to be part of the solution.**



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# THERE IS SOMETHING you can do to help.

ENGAGE • INVEST • ADVOCATE



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# THANK YOU FOR all of your help.

ENGAGE • INVEST • ADVOCATE

PLEASE CONTACT:

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**Karen Kehoe**, [kkehoe@unitedwaysshr.org](mailto:kkehoe@unitedwaysshr.org)  
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## UNITED FOR CHILDREN EXECUTIVE COMMITTEE

**Lewis Webb**, Kaufman and Canoles, Esq., Chair

**Joan Brock**, Women United Member, Community Leader

**Susan Colpitts**, Signature Financial, Chief Financial Officer

**Rodney Jordan**, Norfolk Public Schools, School Board Chair

**John Kownack**, Norfolk Redevelopment & Housing Authority, CEO

**Melinda Boone**, Superintendent Norfolk Public Schools

**Marcus Jones**, City Manager of Norfolk

**Jane Bray, Ed.D.**, Old Dominion University Darden College of Education, Dean

**Dr. Linda Rice**, Hampton Roads Community Foundation  
Vice President for Community Impact

**Richard Homan, MD**, Eastern Virginia Medical School, President

**Cynthia C. Romero, MD, FAAFP**, Eastern Virginia Medical School Director  
M. Foscue Brock Institute for Community and Global Health, Eastern Virginia  
Medical School

**Carol McCormack**, United Way, President/CEO

**Luciano Ramos**, United Way/UfC, VP Planning and Integration