



2019

# ANNUAL REPORT



**GOORE**  
Creating Open Roads to Equity

A COLLABORATIVE APPROACH OF

United Way  
of Snohomish County



## VISION

Families in Snohomish County live to their fullest potential for generations to come regardless of race, place, and ability.



**“Working together with a parent who can see how the pieces can, and will, fit together can make a life-altering difference—one that helps someone's children today, and their children’s children in the future.”**

— Jessica McQueen, Homeward House Parent Ally & Mentor

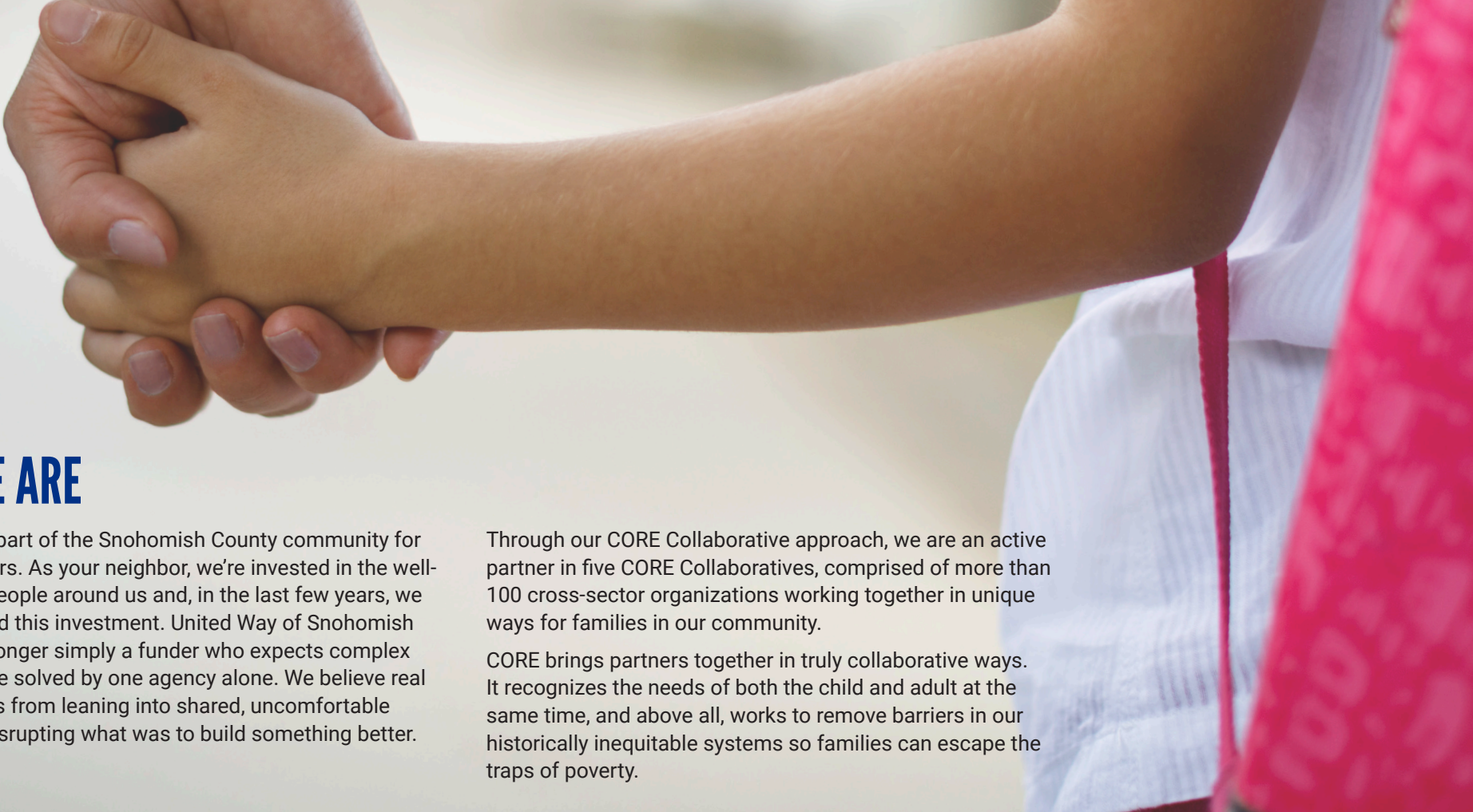


## WHO WE ARE

We've been a part of the Snohomish County community for almost 80 years. As your neighbor, we're invested in the well-being of the people around us and, in the last few years, we have deepened this investment. United Way of Snohomish County is no longer simply a funder who expects complex problems to be solved by one agency alone. We believe real change comes from leaning into shared, uncomfortable spaces and disrupting what was to build something better.

Through our CORE Collaborative approach, we are an active partner in five CORE Collaboratives, comprised of more than 100 cross-sector organizations working together in unique ways for families in our community.

CORE brings partners together in truly collaborative ways. It recognizes the needs of both the child and adult at the same time, and above all, works to remove barriers in our historically inequitable systems so families can escape the traps of poverty.







**COLLABORATION**



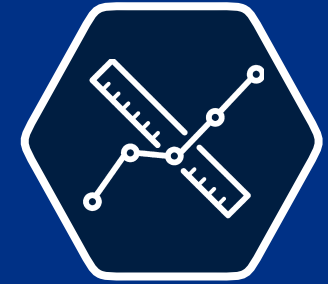
**EQUITY**



**INTEGRITY**



**INNOVATION**



**OUTCOME-ORIENTED**

# VALUES

## DEAR PARTNER,

Poverty is often misunderstood by those who've never felt the weight of its burden. Popular culture and other sources fill in the information gaps but without nuance, creating stereotypes. From the mythical “bootstraps” to misguided assumptions about motivation or lack thereof, the first step to addressing poverty is understanding that it is a trap, not a choice. Families dealing with its realities must make impossible decisions often—between paying for rent or childcare, or for food or necessary medications.

One in six children in Washington state live in a household where putting enough food on the table is a daily challenge. In Snohomish County, over 18,000 families are trapped in poverty and almost 41,500 are struggling to get by. The cost of living is going up and affordable housing is steadily declining. The yearly income needed to afford a two-bedroom apartment in Snohomish County is \$75,960.

But rather than letting the scale of these issues paralyze us, we're creating collaborative solutions. The end of 2019 marked the completion of the second year of CORE: Creating Open Roads to Equity, and our work is beginning to have an impact. The number of partners involved in this new way of working together has grown, all of the Collaboratives are now serving families in their communities, and voices at the table are heard in ways they never have before.

As an active partner at each Collaborative table, United Way is also helping to create a shared data framework to collectively measure the impact of this work.

In this report, you'll find an impact spread that measures indicators of change in three areas: system (partner), family, and United Way as a responsive community partner. Because change needs to happen in all three in the short- and long-term to truly be successful.

It's a long road with twists and turns, but true partnership means showing up as authentically as possible, sharing in successes and failures, and moving forward together. United Way is on this journey with each of our Collaborative partners and is excited for what the future will bring.

With gratitude,

**Allison Warren-Barbour**  
President and CEO

**Mike Tibbits**  
2018-19 Board Chair



# FIVE CORE COLLABORATIVES

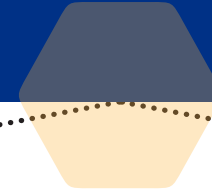
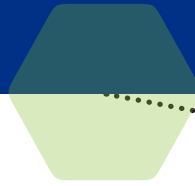
We currently invest in five CORE Collaboratives, serving local families in unique ways through various entry points particular to the partners in each group. The number of families served is based on capacity, eligibility requirements, needs specific to the partnership, and what is appropriate for the families, themselves.

## AT THE CORE

Creating Open Roads to Equity (CORE) is a collaborative approach that removes barriers to help families with children birth – age 8 escape the traps of poverty.

CORE combines two promising national models: Collective Impact, which is intentional, measured collaboration and a 2-Generational Approach, which focuses on the well-being of the whole family. This bold approach recognizes that poverty is multifaceted and requires complex, collaborative solutions. It places families at the core—the center of a network of partners working with each family in five focus areas: early childhood education; postsecondary and employment pathways; economic assets like stable housing and savings; health and well-being; and social connections like friends, family, and support groups for both the child and the adult.

We believe collaborative solutions focused on the five areas of the 2-Generational Approach has the greatest potential to not only meet the needs of families today, but will support the success of the whole family for generations to come.



## CASINO ROAD ALL FAMILIES ARE READY

This Collaborative is focused on ensuring families with young children are ready to thrive in school and beyond. The Village, located on Casino Road in South Everett, is the physical hub of the initiative. A variety of family support services, including adult education, parent/caregiver support groups, early learning, and small business development are offered there. A bi-lingual coordinator connects each family to Collaborative partners to help achieve goals outlined in the family's plan.

### Collaborative Partners

Casa Latina • ChildStrive • Community Foundation of Snohomish County • Community Health Center of Snohomish County • Everett Community College • Goodwill Industries • Mukilteo School District • United Way of Snohomish County • YMCA (Mukilteo Branch) • Ventures • Immigrant & Refugee Services NW • Snohomish County Human Services (ECEAP)

## HOMEWARD HOUSE

Homeward House's mission is to nurture the vital parent-child bond in the face of crisis, treatment, and recovery. Much of the work towards this goal takes place in a home-like setting in Everett, off Broadway. Families have supervised visitation while both mom and baby receive support services, allowing for an environment more conducive to bonding and attachment. Collaborative services are provided onsite, reducing potential barriers to access services. This includes parenting classes, job readiness training, support groups, and mental health.

### Collaborative Partners

Alliance for Child Welfare Excellence University of Washington • Babies of Homelessness • Bridgeways Employment Services • Catholic Community Services • Center for Human Services • ChildStrive • Cocoon House • Community Health Center • Compass Health • Coordinated Care • Domestic Violence Services • DSHS-Children's Administration Early Intervention Program • DSHS-Economic Services • Evergreen Recovery • FIRST Legal Clinic • HASCO • Housing Hope • Ideal Option • Interfaith Association of Northwest Washington • Kinderling • Law Offices of Brice and Timm • Nurture New Life • Pacific Treatment Alternatives • Parents for Parents • Providence Regional Medical Center Everett • Sherwood Community Services • Snohomish County Music Project • Snohomish County Superior Court, Family & Juvenile Court Improvement Program, Denney Juvenile Justice Center (DJJC) • Snohomish Health District • State of WA Office of Public Defense • Table of Ten & Superior Court Judges • Wonderland Hope Rising Clinic • YWCA Seattle | King | Snohomish • United Way of Snohomish County

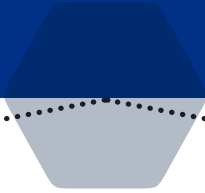


## IMPROVING SCHOOL ATTENDANCE FOR FAMILIES IN TRANSITION

The Improving School Attendance for Families in Transition Collaborative (ISA) is increasing opportunity and engagement in education for children and families experiencing transition so that the cycle of homelessness and poverty is not repeated. When a concerned educator identifies a chronically absent\* student experiencing transition (\*missing 10% or more of the school year), the student's family connects with a Child Family Advocate. As a team, the family, Child Family Advocate, and school develop a customized plan so the child is ready for school and parents have the capacity to best support their child's education. Additionally, in order to shift mindsets and build skills within the school district to better support students in transition, ISA hosts trainings on Trauma-Informed Practices and unconscious bias.

### Collaborative Partners

Amerigroup Washington • Boys and Girls Clubs • ChildStrive • College of Hope • Domestic Violence Services • Edmonds Community College • Everett Gospel Mission • Everett Police Department • Everett Public Schools • Homage Senior Services • HopeWorks • Housing Hope • Interfaith Family Shelter • Parent Trust for Washington Children • Providence Institute for a Healthier Community • Refugee and Immigrant Services Northwest • Snohomish County Early Learning Coalition • Tomorrow's Hope Child Development Center • United Way of Snohomish County • Volunteers of America Western Washington • Workforce Snohomish • YMCA • YWCA

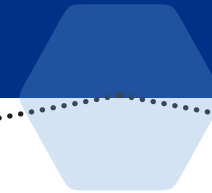


## MAKING LIFE WORK

Making Life Work is a community-based Collaborative serving families in the Stanwood/Camano area. This Collaborative is dedicated to helping families experiencing poverty become stable and self-sufficient, and ensuring the children of those families attain early educational success to lay the foundation for school and beyond. One of their strategies is pairing families with a community navigator/mentor that works to create a customized plan for each family, based on their goals. Support includes monthly workshops, education and employment skill building, and mental health services.

### Collaborative Partners

Coastal Community Bank • Community Resource Center • Sno-Isle Libraries (Camano & Stanwood Branches) • Hope Unlimited • Housing Hope • North County Regional Fire Authority • Safe Harbor Free Clinic • Stanwood Community & Senior Center • Stanwood-Camano Area Foundation • Stanwood-Camano Food Bank • Stanwood-Camano School District • United Way of Snohomish County • Village Community Services • YMCA (Stanwood/Camano Branch) • YouthNet • City of Stanwood • Snohomish County Human Services (ECEAP)



## NORTH COUNTIES' COMMUNITY COLLABORATIVE

North Counties Community Collaborative (NCCC) is reducing poverty for households with children ages 0-8 in the Darrington community by investing in wellness, self-sufficiency, and education. They envision a community where children and families are connected, healthy, safe, and resilient to break the cycle of intragenerational poverty. Focusing on the Darrington School District catchment area, NCCC works to better align services around a 2-Generational Approach, reduce barriers to accessing services, and bring new services to Darrington to fill gaps in supports for the whole family.

### Collaborative Partners

Coastal Community Bank • Darrington Family Outreach • Darrington School District • Darrington Family Dental • Darrington Fire Department • Darrington Internet Users Association • Darrington Pharmacy • Goodwill • Kid's Place Early Learning Center • North Counties' Family Services • Sauk-Suiattle Indian Tribe • Sherwood Community Services • Sno-Isle Regional Library (Darrington Branch) • Stilly Valley Health Connections • The Arc of Snohomish County • United Way of Snohomish County • Workforce Snohomish





**“In the long history of humankind  
—and animal kind, too—those  
who learned to collaborate most  
effectively have prevailed.”**



— Charles Darwin

## THE CORE FUND

Seventy percent of our CORE Fund was allocated to Collaborative CORE grants. These grants were awarded to Collaboratives focused on young children (birth to age eight, including prenatal) and their families with low income. CORE Collaborative grants are 3-year investments that began in January 2018.

Thirty percent of the CORE Fund was allocated to Basic Needs grants. The Basic Needs grants are annual investments that began in January 2018. These grants were awarded to provide basic need services and/or access to services for young children (prenatal to age eight) and their families with low income.

All funding decisions were made in conjunction with community volunteers serving on United Way committees.

## SUPPORTING COLLABORATIVE SOLUTIONS

2019 marked the second year of three-year investments in our five CORE Collaboratives. Our multi-year grants of \$210,000 per year per Collaborative, for a total annual investment of \$1,050,000 into the community, are designed to empower Collaborative partners to apply funds according to their expertise and have the bandwidth to innovate, test, scale, fail, learn, and grow, leading to more effective and sustainable solutions to our county’s most entrenched challenges. The number of families served is determined by capacity, eligibility requirements, and needs specific to the partnership, as well as what is appropriate for the families, themselves. Each Collaborative serves families in their community in unique ways through a variety of entry points particular to the partners in each group.

Sustained change requires long-term investments. Donations supporting individual programs are generous and typically meet an immediate need, but often only treat the symptoms of poverty, not the root causes; the barriers keeping our families trapped in poverty remain. We challenged ourselves to think about community investments differently to address those barriers, and our resulting CORE Collaborative grants fund groups of partners working on a shared goal. This work is about creating changes in our systems for families with young children. Because simply asking partners to truly work together in a different way isn’t enough, we invest in that change, working alongside them to innovate while keeping an eye on our shared vision. Rather than meeting one need that a child may have today, our approach supports positive results for generations to come.

We also know that young children and their families with low income need food, shelter, and health care now. Basic needs are the first step to identifying the complex, long-term issues families with young children face. So, while we work toward long-term outcomes, we also made one-year investments to 17 Basic Needs programs for a total investment of \$675,000.



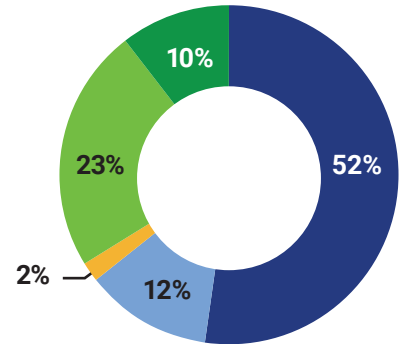
# FINANCES TO SUPPORT COMMUNITY INVESTMENTS

In 2018 – 19, United Way of Snohomish County funded five CORE Collaboratives, made up of more than 91 community partners, and 17 Basic Needs programs.

**Donor-Designated Gifts:** Donor-designated gifts are sent to various nonprofit organizations, as directed by the donor. United Way provides this service to donors but does not monitor or oversee the use of these donations.

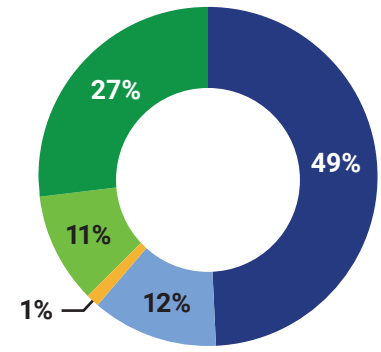
**Fundraising:** United Way of Snohomish County meets the highest standards of nonprofit excellence as set by charitable watchdog organizations, serving as an efficient and trustworthy steward for your donor dollars.

For fiscal year 2019, our total net assets equaled \$7,326,501.



## SOURCES OF REVENUE

United Way Campaign Revenue	
Contributions to CORE Fund	\$2,437,783
Donor directed campaign contributions	\$564,878
Rental activities	\$85,329
Other grants	\$1,089,607
Other income	\$489,627
<b>Total sources of revenue</b>	<b>\$4,667,224</b>



## USE OF FUNDS

United Way Campaign Revenue	
United Way grants, services & initiatives	\$2,314,824
Donor-designated gifts outside United Way	\$564,878
Rental activities	\$61,075
Resource Development	\$498,379
Management & general	\$1,267,392
<b>Total use of funds</b>	<b>\$4,706,548</b>



# IMPACT REPORT

CORE is about long-term systems change and it's important to capture incremental movement towards that change. Data is gathered at three levels—System Outcomes, Family Outcomes, and United Way of Snohomish County Organizational Outcomes. To be successful, we need to shift all three. Highlights below for 2018-19 were gathered by interviewing each Collaborative.

## System Outcomes

### ALL FAMILIES ARE READY



Created a new coordinated service delivery model for CORE families, which includes onsite case management and bilingual mental health services for infants and toddlers.



Increased community connection and local access to services like adult education and small business development by using a community design process to finish construction phase 1 & begin phase 2 at The Village.

### HOMEWARD HOUSE



Secured a contract to be a visitation supervision provider to streamline the services families need during their dependency case.



Served as a hub for multiple agencies, providing music therapy and playgroups focusing on infant and early childhood mental health.

### IMPROVING SCHOOL ATTENDANCE FOR FAMILIES IN TRANSITION



Advocated to the Federal Administration for Children and Families for HUD's definition of homelessness to be broadened, allowing greater provision of services for children experiencing various forms of homelessness.



Created Health Returns Partnership with YMCA to help participants access membership quickly and easily.

### MAKING LIFE WORK



Began work on a kindergarten readiness pilot program in summer 2020, for those not already connected to an early learning program, through Stanwood-Camano School District and the Stanwood-Camano YMCA.



Started to develop a Stanwood-Camano resource website thanks to community input and investment. This was a collaborative project between Providence Institute, Stanwood-Camano Area Foundation, and the Making Life Work Collaborative.

### NORTH COUNTIES' COMMUNITY COLLABORATIVE



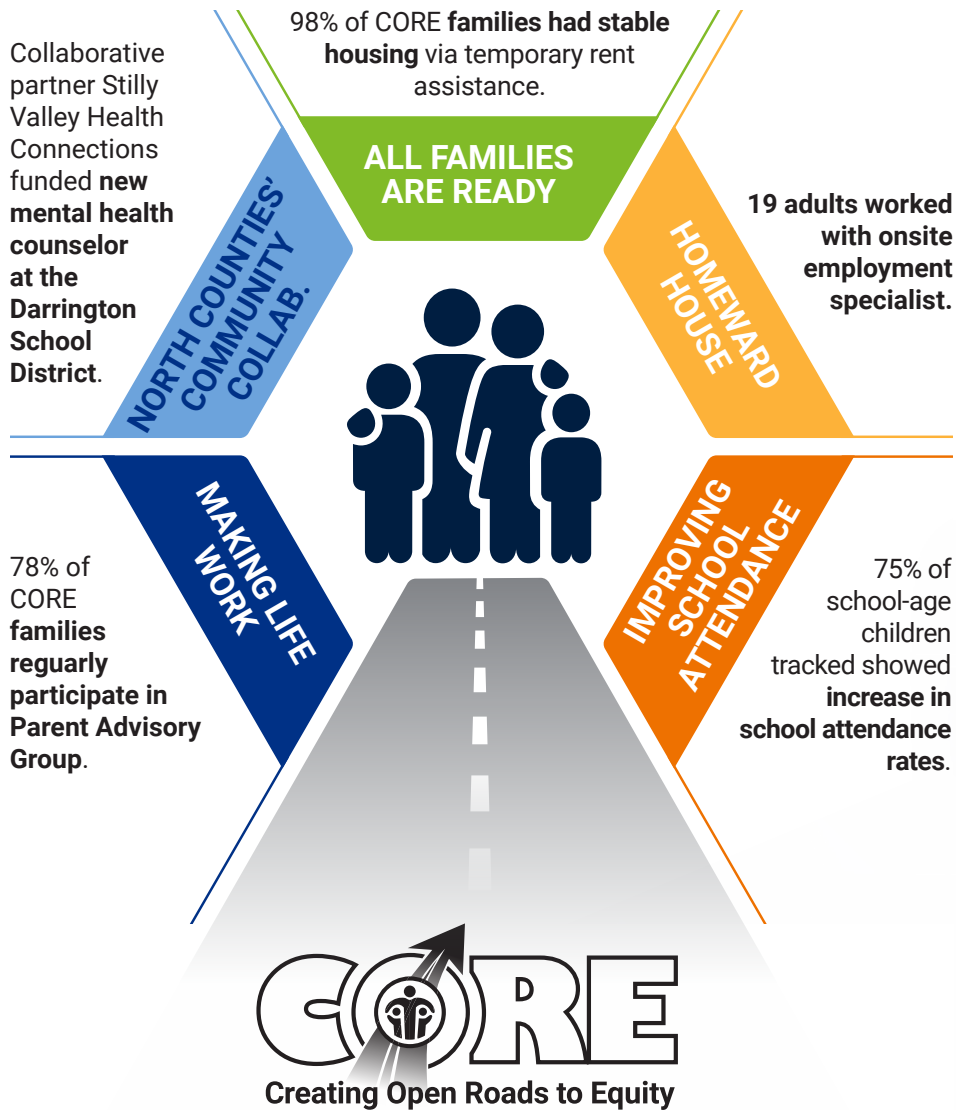
Invested in community resources by bringing Internet to Darrington through partner Darrington Internet Users Association in order to increase opportunities to connect with services and access resources online.



Cultivated and engaged a parent advisory group, Darrington Family Outreach, that guides collaborative decisions by voicing community needs and interests.



## Family Outcome Highlights



## United Way Outcomes



A COLLABORATIVE APPROACH OF

United Way  
of Snohomish County



What value does United Way bring as an active partner?



Hosted and facilitated **peer learning forums** to discuss, experiment, and share promising early strategies across the five Collaboratives.



Worked with Collaborative partners to develop an **evaluation plan** for the CORE Collaborative approach.



Invested additional financial and staff resources to **build and implement a data system platform** for each of the CORE Collaboratives.



Introduced and secured additional partners into the **CORE model** through leveraging role in community.



Hosted and supported the development of **collaboratively pursuing grant funding opportunities.**

# DONORS

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Premera Blue Cross

## \$100,000-249,999

BECU



## \$25,000-99,999

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Everett, WA 98201

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**2** Watch our short animated videos about CORE.

Visit [bit.ly/camitishavideos](http://bit.ly/camitishavideos)

**3** Questions?

Email [info@uwsc.org](mailto:info@uwsc.org) or call 425.374.5500.



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