



2018 ANNUAL REPORT

GO**RE**
Creating Open Roads to Equity

A COLLABORATIVE
APPROACH OF



United Way
of Snohomish County

AT OUR CORE

We aren't your typical United Way. Through our CORE Collaborative Approach, United Way of Snohomish County catalyzes, supports, and invests in groups of partners with shared goals to create more equitable systems for families with children birth to age eight trapped in poverty. Our five CORE Collaboratives are made up of multiple nonprofit, public, and private partners, working intentionally around five focus areas: early childhood education; postsecondary and employment pathways; economic assets; health and well-being; and social connections like friends, family, and other support groups for both the children and the adults in their lives.

WHAT WE BELIEVE

We believe collaborative solutions for both children and the adults in their lives 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.

We believe the learning, development, and stability of a child's early years is crucial to their success in life, which is why we invest in families with children birth to age eight.

We believe in these core values that motivate and inspire our work:



COLLABORATION

We believe that barriers in our system cannot be removed without intentional collaboration, mutually beneficial relationships, and equitable partners working together toward common goals.



EQUITY

We seek to remove barriers that exist within the structures that uphold racial and other forms of inequities in the five focus areas of the 2-Generational Approach. We believe in consciously making decisions that provide fair treatment, access, and opportunity for all. We believe the family voice is paramount and it is our current inequitable systems that prevent all families from living to their fullest potential.



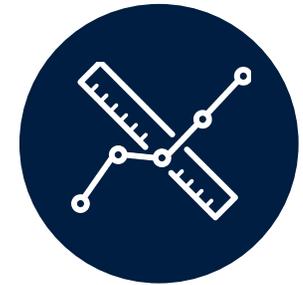
INTEGRITY

We strive to be honest and transparent with our community, partners, and each other. Change cannot happen without courageous conversations, accountability, and relationships built on trust.



INNOVATION

Success is rarely achieved the first time around. We believe progress requires curiosity and a tolerance for risk, being nimble, and failing forward toward new ideas and breakthrough solutions.



OUTCOME-ORIENTED

We are dedicated to measurable outcomes for children birth to age eight and their families experiencing poverty. Our work begins with the end in mind and if the data shows that we are off track, we will course correct to reach our shared goals.



DEAR PARTNER,

It's often said that poverty is an age-old problem and to think it solvable is futile. Poverty has always been with us, but we believe it doesn't have to be. To come up with a new approach to an old problem, all you need to do is look at the problem differently.

Much like a kaleidoscope that changes with every turn, your United Way has spent the last year altering our view of what it means to truly solve poverty.

Since officially investing in CORE and our five CORE Collaboratives in January 2018, we are already seeing a different kind of change:

- Partners connecting around a shared goal.
- New jobs created specifically to coordinate services and help families navigate complex systems.
- Big shifts in thinking around how to measure success. (e.g. a local food bank moving from number of people served to quality of food and overall nourishment).

A spirit of collaboration has always existed amongst direct-service partners in our community. But our systems have been siloed, creating barrier after barrier in each of CORE's five focus areas. These complex systems make it difficult for nonprofits to support families with long-term solutions in mind, creating an endless cycle of poverty.

We needed to show up in a new way, working alongside community partners and the families, themselves. Placing families at the center, we are now an active partner in this CORE work to address the needs of the adult and child at the same time, we acknowledge that all five focus areas are traps of poverty, and we invest in structured collaboration to create efficiencies and bring public and private partners to the table with our nonprofit experts.

This is our first turn of the kaleidoscope and far from our last.

We are so excited for what lies ahead and could not do it without your support. Thank you for being a part of this journey to shift our perspective on what was and reimagine what could be.

With gratitude,

Allison Warren-Barbour

President and CEO

Fran Mester

2017-18 Board Chair





“Creativity is a lot like looking at the world through a kaleidoscope. You look at a set of elements, the same ones everyone else sees, but then reassemble those floating bits and pieces into an enticing new possibility.”

— Rosabeth Moss Kanter,
Author and Professor

A NEW MODEL THAT REMOVES BARRIERS

When a new solution is required, the best thing we can do is change our perspective. In 2018, that’s exactly what we did. We looked at the problem of poverty not through a different lens but through a kaleidoscope. Simply changing our view wasn’t enough. We needed to break apart and dissect the picture to find creative solutions and innovate.

Take the image of an apple. Looking at it through a kaleidoscope creates fragments of the image, revealing the complexity that the apple represents. Looking at things differently, we see that hunger is about more than just food. It’s a symptom of poverty, not the cause.

By shifting our perspective, we built a new model that looks at poverty not as singular, disconnected solutions, but as a collaborative approach focused on removing barriers for the whole family.

OUR CORE COLLABORATIVE APPROACH

Creating Open Roads to Equity (CORE) is a collaborative approach of United Way of Snohomish County that removes barriers to help families with children birth to age eight escape the traps of poverty.

Poverty is a complex issue that requires collaborative solutions. CORE adopts two promising national models—Collective Impact and a 2-Generational Approach:

Collective Impact places families at the center of services, fundamentally shifting the conversation around poverty from single programs to collaborative, cross-sector partnerships. It is intentional, measured collaboration – a model used by hundreds of initiatives across the nation.

The **2-Generational Approach** provides opportunities and support for children and their families, together. This approach out of Ascend at the Aspen Institute, recognizes five focus areas—complex systems that can keep families trapped in poverty: 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 other support groups for both the child and the adult.



“This CORE approach is challenging and complex. But it’s the right work.”

— Maddy Metzger,
Community Foundation
of Snohomish County

INVESTING IN COLLABORATIVE SOLUTIONS

2018 marks the completion of the first year of three-year investments being made to five CORE Collaboratives throughout Snohomish County. Multi-year collaborative grants of up to \$210,000 per year, per Collaborative, for a total annual investment of \$1,050,000 into the community.

We know that sustained change for families struggling to get by will require long-term investments. Donations to support programs are generous and typically meet an immediate need, but the barriers keeping our families trapped in poverty remain.

We challenged ourselves to think about community investments differently, and our CORE Collaborative grants fund groups of partners working on a shared goal. This work is about supporting 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 had to invest in that change, working alongside partners to hold and widen the space to innovate while keeping an eye on the shared vision. Rather than meeting one need that a child may have today, our approach invests in collaborative solutions to support positive results for generations to come.

At the same time, we know that families 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 that will eventually require collaborative solutions. While we work toward long-term outcomes through our CORE Collaborative Approach, we also made one-year investments to 17 Basic Needs programs for young children and their families with low income.

THE CORE FUND

In 2017-18, United Way of Snohomish County funded five CORE Collaboratives made up of more than 68 community partners and 17 Basic Needs programs for a total investment of \$1,500,000.

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.

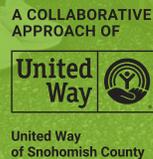
Thirty percent of the CORE Fund was allocated to Basic Needs grants. These grants were awarded to provide basic need services and/or access to services for young children (prenatal to age eight) and their families with low income. These Basic Needs grants are one-year investments and began in January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

All funding decisions were made by volunteers who served on various United Way committees and councils.



FIVE CORE COLLABORATIVES

There are five CORE Collaboratives that United Way of Snohomish County currently invests in. Each Collaborative serves families in their community in unique ways through a variety of entry points particular to the partners in each group. The number of families served is based on different factors, including capacity, eligibility requirements, and needs specific to the partnership as well as what is appropriate for the families themselves. The Collaborative Model Diagrams on the pages to follow shows how the partners in each group work together and the experience families will have as part of the Collaborative.



Above: members of our five CORE Collaboratives.

ALL FAMILIES ARE READY

Creating equitable opportunities for all Casino Road families.



Family accesses services, addressing needs in the 5 focus areas.

COLLABORATIVE PARTNERS

Everett Community College
YMCA (Mukilteo Branch)

ChildStrive
Casa Latina
Community Foundation of Snohomish County

Goodwill Industries
Community Health Center of Snohomish County

United Way of Snohomish County

The Casino Road All Families Are Ready Collaborative is one of the action teams of a larger neighborhood initiative called Connect Casino Road.

The Collaborative serves families with young children who come to The Village, the physical hub of the initiative, located on Casino Road in South Everett. The Village offers a variety of family support services including adult education, learning opportunities, early childhood education, and afterschool care.

The Collaborative has a coordinator who serves as the point of contact for families.

- 1 Family comes to The Village to receive services for the adult, the child, or both and is greeted by the Casino Road Connect Collaborative Coordinator.
- 2 If family has a young child, prenatal-age eight, coordinator assesses whether they would be a good fit for All Families Are Ready CORE Collaborative.
- 3 Collaborative Coordinator meets with family and builds relationship.
- 4 Together, Coordinator and family develop customized plan with goals at 3, 6, and 12 months.
- 5 Coordinator connects family to Collaborative partners within Connect Casino Road and broader Snohomish County communities to help achieve goals outlined in family plan.
- 6 Family expands community network to other partners, peers, and people both at The Village and in Snohomish County to ultimately build a deeper sense of community on Casino Road.

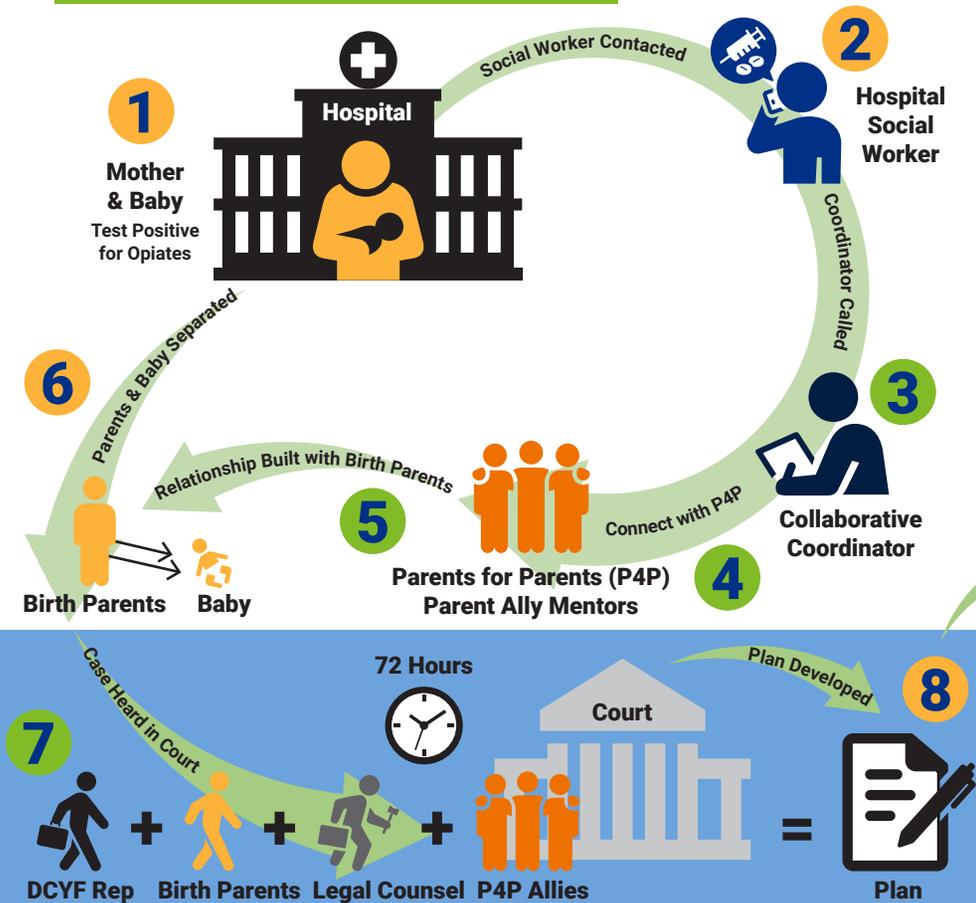
ANTICIPATED OUTCOMES

- Child is ready for school and takes charge of his/her learning.
- Parent becomes a more powerful learning partner and is motivated to pursue postsecondary learning.
- Parent health & mental health is strengthened.
- Family empowered and stable.
- Family is connected with economic, social and/or other supports.

HOMeward HOUSE

Nurturing the vital parent-child bond in the face of crisis, treatment, and recovery

HOW THE COLLABORATIVE WORKS

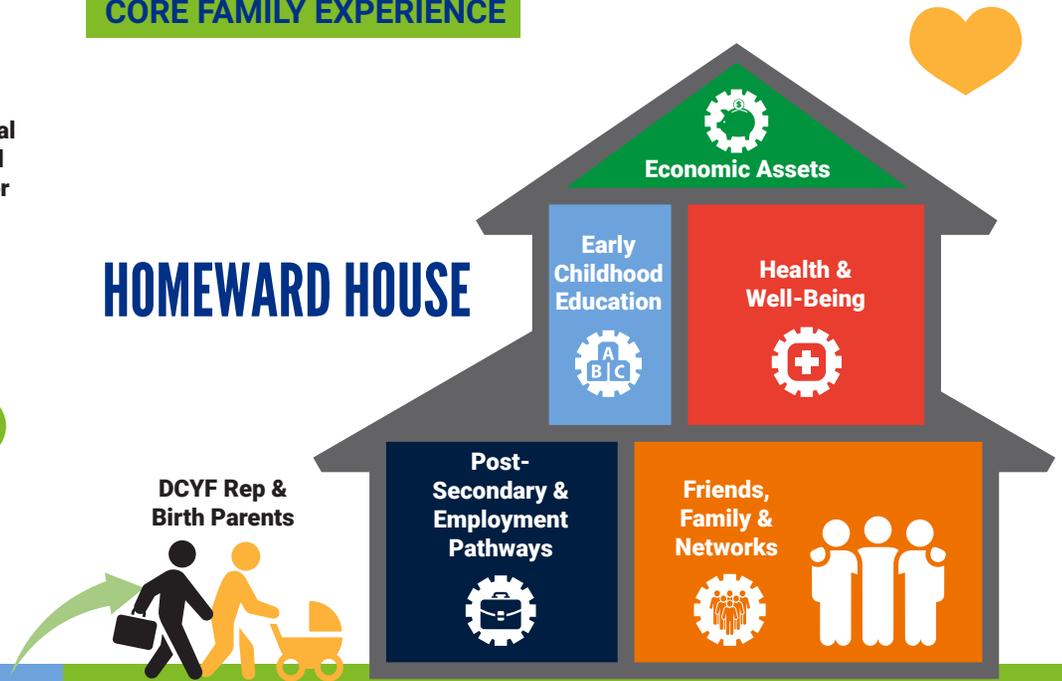


Entry points: Providence Regional Medical Center, Evergreen Healthcare, & Swedish Edmonds.

- 1 Mother and baby test positive for opiates.
 - 2 Hospital social worker is contacted.
 - 3 Hospital social worker calls Collaborative coordinator.
 - 4 Coordinator connects parents to parent ally mentors through Parents for Parents (P4P) at YWCA.
 - 5 P4P mentors with lived experience build relationship with birth parents.
 - 6 Child is separated from birth parents.
 - 7 Within 72 hours, case is heard in court, with support of P4P allies.
 - 8 Plan is developed with the influence of legal counsel, a Department of Children, Youth and Families (DCYF) representative, and the parent ally mentor. Through this collaborative approach, family's plan includes Homeward House.
- Existing steps, navigated alone in our current, confusing system and culminating in a plan without family input.
- Additional, new steps indicating the work of Homeward House Collaborative that help both baby and family.

CORE FAMILY EXPERIENCE

HOMeward HOUSE



Homeward House is a house in Everett where all five focus areas—Post-Secondary & Employment Pathways, Early Childhood Education, Economic Assets, Social Capital and Health & Well-Being—exist in one physical location.

- Birth parents and baby have supervised visitation in a single-setting, allowing for an environment more conducive to bonding and attachment.
- Collaborative services are provided onsite, reducing potential barriers to access services. This can include parenting classes, infant massage, and mental health.

ANTICIPATED OUTCOMES

1. Child physical and emotional health develops appropriately.
2. Parent is motivated to climb career ladder.
3. Family is empowered and stable.
4. Family is connected with economic, social, and/or other supports.
5. Educational success becomes a core family value.

COLLABORATIVE PARTNERS

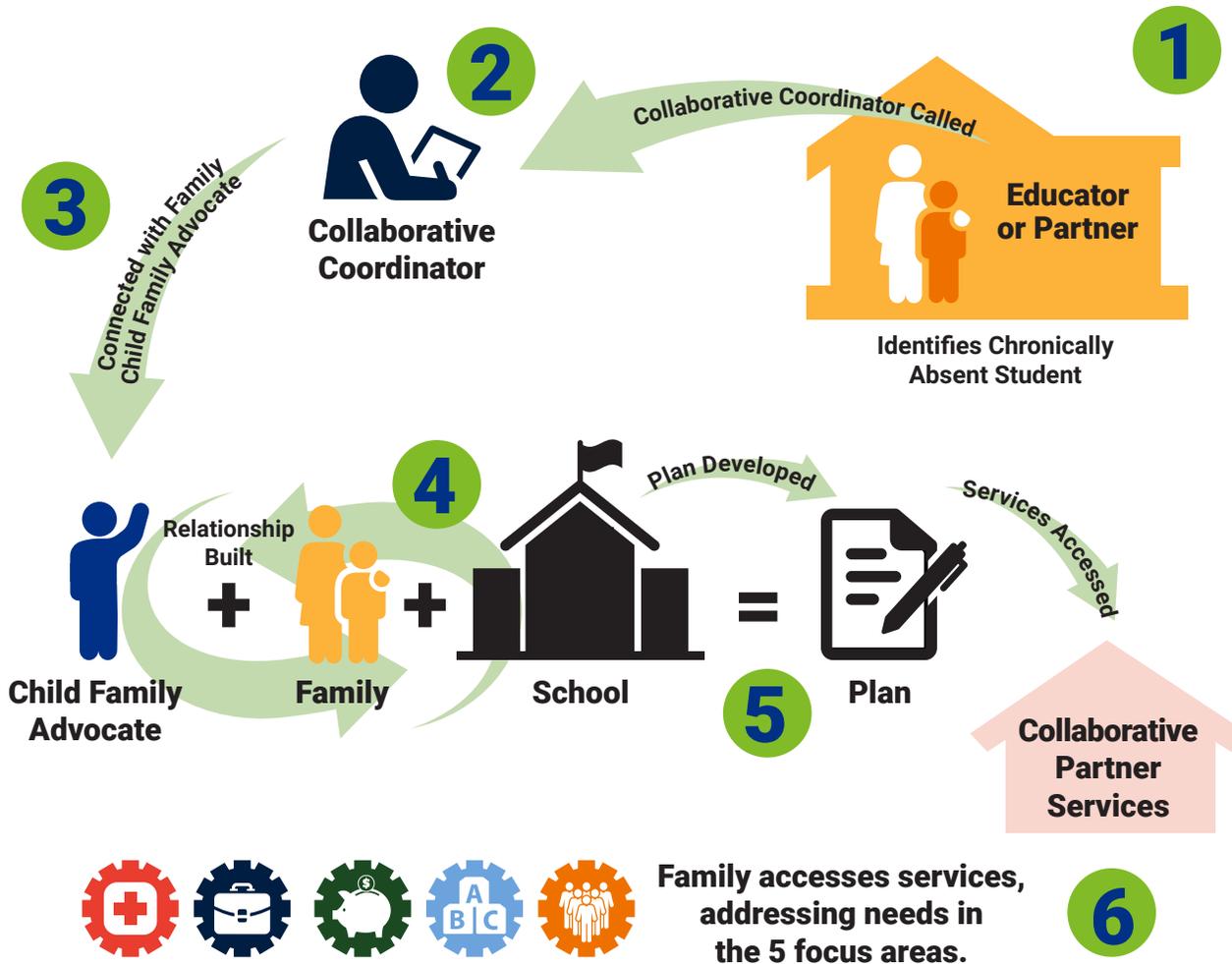
YWCA Seattle | King | Snohomish
Parents for Parents
Snohomish Health District
Center for Human Services
Providence Regional Medical
Center Everett
Interfaith Association of
Northwest Washington
YWCA- Shelter Plus Care &
Project Reunite

Catholic Community Services
Snohomish County Superior
Court, Family & Juvenile
Court Improvement Program,
Denney Juvenile Justice
Center (DJJC)
Sherwood Community Services
Domestic Violence Services
Table of Ten & Superior
Court Judges

ChildStrive
DSHS-Children's Administration
Early Intervention Program
Housing Hope
Alliance for Child Welfare
Excellence University of
Washington
Bridgeways-Employment Services
Ideal Option
United Way of Snohomish County

IMPROVING SCHOOL ATTENDANCE FOR FAMILIES IN TRANSITION

Improving educational outcomes for families experiencing homelessness



This Collaborative serves families within the Everett Public Schools boundaries. There are seven entry points—partners who connect families to this Collaborative: Interfaith Family Shelter, YWCA, Domestic Violence Services, Housing Hope, Homage Senior Services, Everett Gospel Mission, and Schools in Everett School District.

- 1** Concerned educators or Collaborative partners identify a chronically absent* student experiencing transition (*missing 10% or more of the school year)
- 2** Educator or partner calls Collaborative coordinator.
- 3** Collaborative coordinator connects family with best-suited Child Family Advocate.
- 4** Each entry point has a newly created Collaborative-paid staff position called a Child Family Advocate who builds relationship with student, caregiver, and school.
- 5** As a team, the family, Child Family Advocate, and school develop a customized family plan.
- 6** Family accesses services that meet their needs in the Collaborative's five focus areas.

ANTICIPATED OUTCOMES

- Child is ready for school and takes charge of his/her learning.
- Caregiver is motivated to climb career ladder.
- Caregiver health and mental health is strengthened.
- Caregiver improves emotional capacity and parenting skills to ensure they and their children can successfully navigate society.
- Family is empowered and stable.

COLLABORATIVE PARTNERS

Housing Hope
Providence Institute
for Health
Boys and Girls Clubs
Amerigroup Washington
YWCA

Interfaith Family Shelter
Everett Gospel Mission
Domestic Violence Services
Parent Trust for
Washington Children
Homage Senior Services

College of Hope
Everett Public Schools
ChildStrive
Tomorrow's Hope Child
Development Center
Edmonds Community
College

Workforce Snohomish
Refugee and Immigrant
Services Northwest
HopeWorks
Snohomish County Early
Learning Coalition

YMCA
Volunteers of America
Western Washington
Everett Police Department
United Way of
Snohomish County

MAKING LIFE WORK

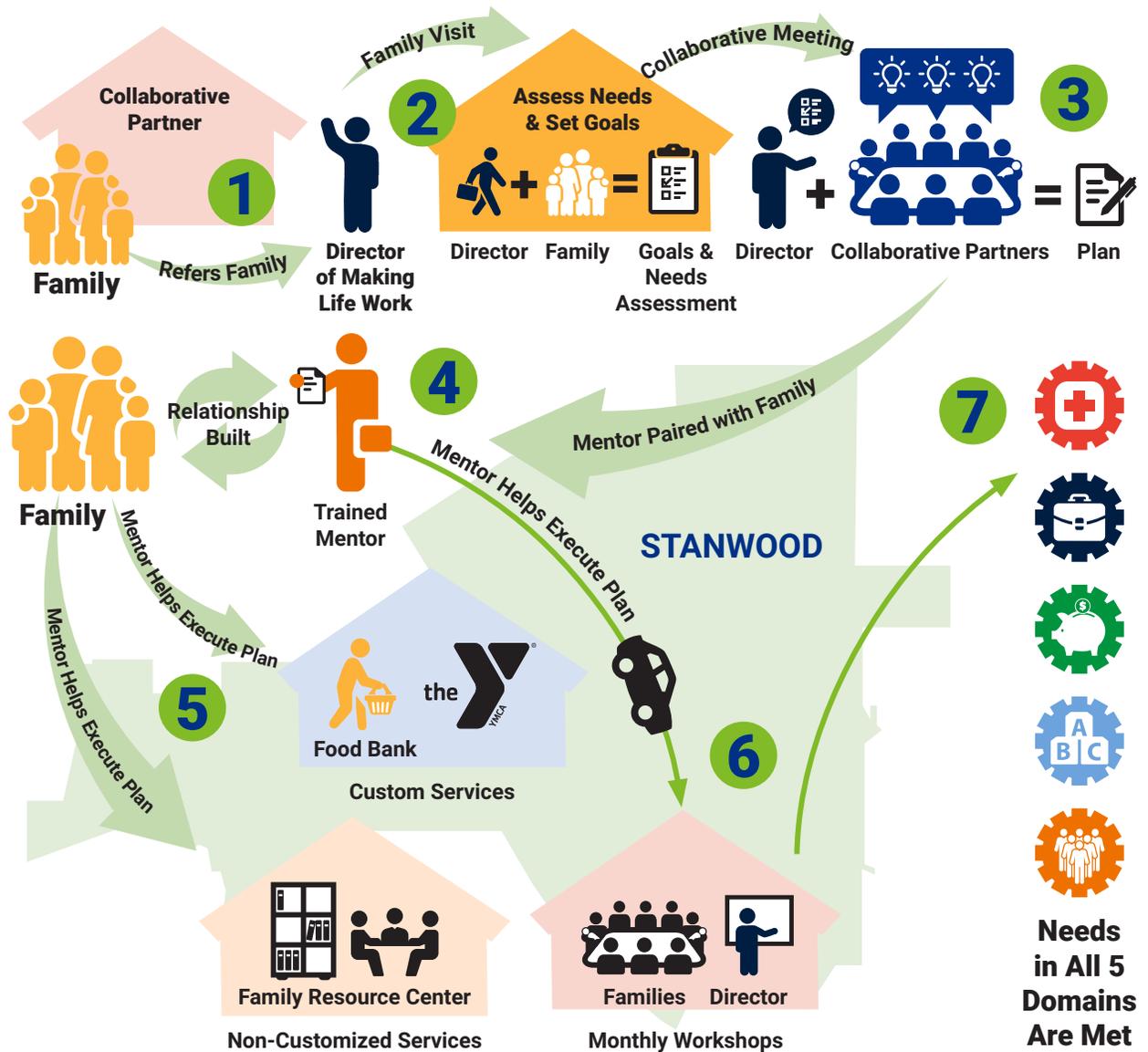
Helping families experiencing poverty in Stanwood-Camano to become stable and self-sufficient

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.

- 1 Families are identified by any Collaborative partner and are referred to the Director of Making Life Work.
- 2 Director visits with family to assess needs and begin setting goals.
- 3 Director brings needs and preliminary goals to monthly Collaborative meeting of partners to develop a plan with customized resources for each family.
- 4 Trained volunteer mentors are paired with families and build trusting relationships.
- 5 Mentors provide ongoing support to help execute their family plan.
- 6 Mentor support could include transportation to needed services, emotional support, and making connections with other partners.
- 7 Part of this Collaborative program model includes monthly workshops for all families around the five focus areas.

ANTICIPATED OUTCOMES

- Child physical and emotional health develops appropriately.
- Child is ready for school and takes charge of his/her learning.
- Caregiver is motivated to climb career ladder.
- Family is empowered and stable.
- Family is connected with economic, social and/or other supports.



COLLABORATIVE PARTNERS

Stanwood-Camano Area Foundation
YMCA (Stanwood-Camano Branch)
Safe Harbor Free Clinic

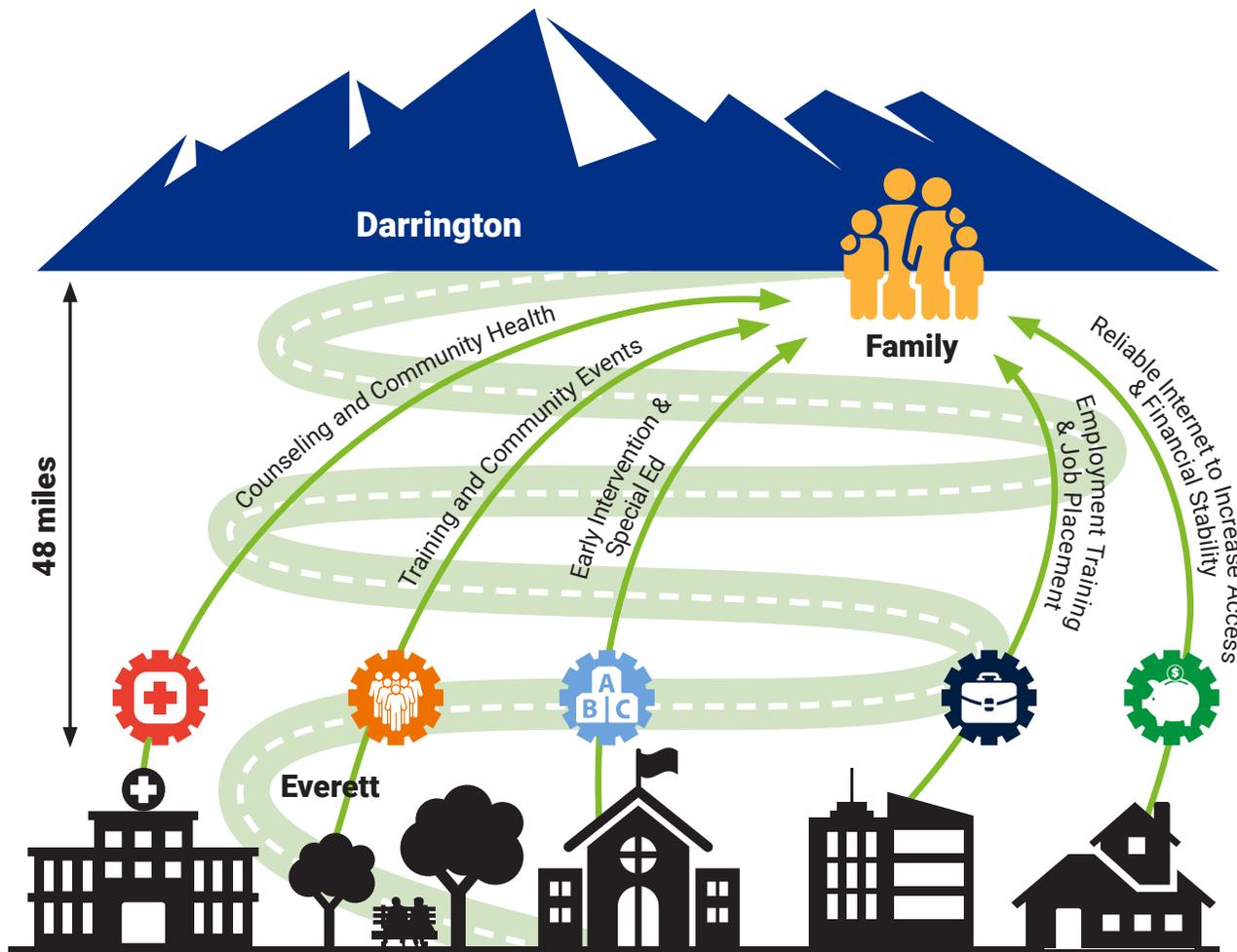
North County Regional Fire Authority
Stanwood-Camano Food Bank
Coastal Community Bank
Housing Hope

Stanwood Community & Senior Center
YouthNet
Hope Unlimited
Stanwood-Camano School District

Community Resource Center
Sno-Isle Libraries (Camano & Stanwood Branches)
Village Community Services
United Way of Snohomish County

NORTH COUNTIES' COMMUNITY COLLABORATIVE

Reducing intergenerational poverty in Darrington by improving access to employment, health, and education



Darrington is a small, rural community that is geographically isolated. The primary barriers for this community are the distance to services, limited local services, inconsistent Internet connectivity, and minimal public transportation. North Counties' Community Collaborative aims to better align services around a 2-Generational approach, reduce barriers for families to access local services, and bring new services to Darrington to support the whole family.

Currently, the Collaborative partners meet monthly and commitments have been made to both expand local services and bring new services to Darrington families. The implementation model continues to evolve but priorities include:

- Reliable high-speed Internet in homes, which is not currently available. 50K of the 76K total infrastructure cost will be provided by the Collaborative.
- Childcare stipends for families enrolled in post-secondary education or workforce training.
- Events that embed services in spaces families already use and bring multiple services to one location.
- In-home therapy and early intervention services for children birth to three.
- Community family nights to increase social connections.

ANTICIPATED OUTCOMES

- Child is ready for school and takes charge of his/her learning.
- Caregivers receive any needed post-secondary and employment support or services.
- Caregivers' health and mental health are strengthened.
- Family is connected with economic, social, and/or other supports.
- Family is empowered and stable.

COLLABORATIVE PARTNERS

Sauk-Suiattle Indian Tribe
Darrington Pharmacy
Darrington Family Dental
Darrington Fire Department
Darrington Clinic
Coastal Community Bank

Darrington Elementary & Middle Schools
The Arc of Snohomish County
Sno-Isle Regional Library (Darrington Branch)
Workforce Snohomish

Darrington Internet Users Association
North Counties' Family Services
Kid's Place Early Learning Center
Sherwood Community Services

Community Health Center of Snohomish County
Darrington Food Bank
United Way of Snohomish County

2030 CORE ROAD MAP

Our CORE approach is about long-term solutions and systems change. This strategic road map will be our guide on the journey to create more equitable systems for families with young children.

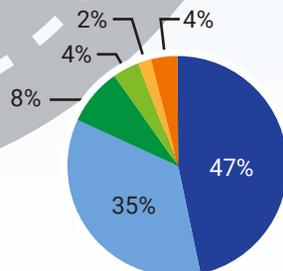


1-3 YEARS

Infrastructure for collaborative approach built

- Act as data and system **evaluation lead** for CORE Collaboratives
- Create strategic and intentional **connections between** basic needs partners and our five CORE Collaboratives
- Focus all community investments and public policy work **in support of** the CORE Collaborative families
- **Build awareness** of the CORE approach with all audiences
- **Pilot** new CORE volunteer and donor engagement strategies
- **Engage** families in developing new, collaborative approach

\$3.7M
REVENUE PORTFOLIO



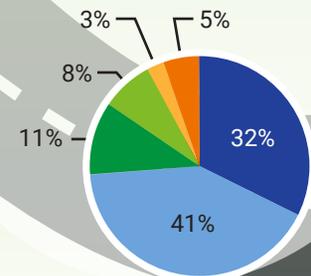
3-5 YEARS

Gap closed between siloed and collaborative problem solving

- Ensure CORE Collaboratives **unite around** a common vision, engage in shared learning, innovate, and test promising strategies to scale impact
- Invest **all funding** into CORE Collaborative families through 2030
 - Establish United Way of Snohomish County as a **public policy champion** for families, and a *galvanizing leader* for collaborative solutions to solve poverty



REVENUE PORTFOLIO



- Develop collaborative volunteer experiences and engage influencers to attract **new markets of revenue**
- **Elevate** family voice in collaborative decision making

KEY

- | | | |
|---|--|---|
| ■ Employee Workplace | ■ Individuals | ■ Other |
| ■ Corporate Gifts | ■ Public Grants | ■ Private Grants |

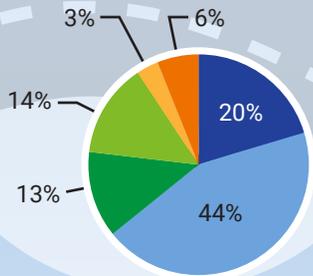


5-8 YEARS

Reduced complexity of our systems

- Use shared data and learnings to inform systems change, including **new legislation** to support CORE Collaborative families

REVENUE PORTFOLIO



- Build **public will** around the CORE approach, making CORE synonymous with United Way of Snohomish County

- **Shift perceptions** about philanthropy, demonstrating a new school of thought around the benefits of investing in long-term systems change

- Families in CORE Collaboratives **drive** solutions

“When leaders step beyond the interests of their own organizations and persistently and consistently advocate for improved outcomes within a complex system, galvanizing leadership is present.”

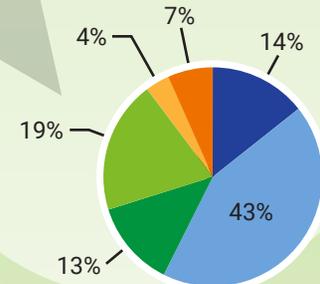
—Chris Thompson, Fund for Our Economic Future

2030

Families with young children (0-8 years, including prenatal) in CORE Collaboratives escape the traps* of poverty.

*barriers within and between the systems related to early childhood education, post-secondary & employment pathways, economic assets, health & well-being, social capital

\$8M REVENUE PORTFOLIO



8-10 YEARS

Systems in Snohomish County more equitable and support the whole family

- Families in our CORE Collaboratives and beyond **thrive in the five focus areas** of the CORE Approach:



Children are ready for school & take charge of their learning



Adult/s pursue postsecondary education & climb career ladder



Adult/s health and mental well-being are strengthened



Families are financially stable



Families are connected w/ economic, social and/or other supports

- CORE is known locally, regionally, nationally as an impact/family-centered model of United Way of Snohomish County
- Philanthropy in county supports collaborative, long-term solutions

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 of the first 12 months of this CORE work were gathered by interviewing each Collaborative.

System Outcomes

ALL FAMILIES ARE READY

HOMeward HOUSE

IMPROVING SCHOOL ATTENDANCE FOR FAMILIES IN TRANSITION

MAKING LIFE WORK

NORTH COUNTIES' COMMUNITY COLLABORATIVE



Aligned siloed programs and merged existing initiatives into an integrated approach called Connect Casino Road.

Connected adults to employers like Amazon, and their children to early learning programs like ECEAP and HeadStart, at Casino Road's first-ever job fair.

Added Evergreen Healthcare and Swedish Edmonds as entry points for mothers and babies who tested positive to opiates exposure for increased access to Homeward House services.

Created Parent Advisory Committee of parents to better engage families in the decision-making process and advise the work of Homeward House.

Increased school staff's awareness of complexities of students' lives when experiencing homelessness by holding trauma-informed care and Adverse Childhood Experiences trainings for school district staff at shelter sites.

Connected seven social service agencies to Everett Public Schools to work side-by-side, serving families together through the new collaborative structure.

Established infrastructure for Mobility Mentoring program, which includes goal setting and coaching.

Secured additional funding from the local community foundation as a result of the value this Collaborative brings to Stanwood-Camano.

Strengthened partnership with Sauk-Suiattle Tribe to increase partner awareness of available, local health and well-being services.

Added new, nontraditional partners to the Collaborative, including the fire department and Darrington Internet User Association.



SYSTEM AS A WHOLE

Created new infrastructure that builds capacity, increases efficiencies, and engages families

17

17 shared positions created to support the Collaboratives, including Collaborative Coordinators, Parent Ally Mentors, and Child Family Advocates.

99

Changed and added partners to the five Collaboratives in one year, moving from 68 to 99 total partners.

Family Outcomes

NORTH COUNTIES' COMMUNITY COLLABORATIVE

North Counties' Community Collaborative has added two family representatives to the partner table.



ALL FAMILIES ARE READY

Casino Road families connected to new 40-child ECEAP program.



HOMEWARD HOUSE

Homeward House began to serve families on Dec. 1, 2018 – 5 families served, one mother reunited with infant due to early intervention.



MAKING LIFE WORK

Making Life Work is serving eight families with the Mobility Mentoring Model.

IMPROVING SCHOOL ATTENDANCE

Improving School Attendance is currently working with 13 households with 53 total participants, including 24 adults and 29 children at 10 different schools.



United Way Outcomes



What value does United Way bring as an active partner?



Built trust between partners by providing outside facilitation services and encouraging transparent conversations.



Motivated and shaped change by being a flexible and active partner.



Served in a lead support role, contributing weekly assistance to connect partners, facilitate workgroups, and provide tangible tools to ensure progress toward shared goals.



Convened all five Collaboratives on a quarterly basis for shared learnings and trainings.



Guided development of evaluation plans, data tools, and learning systems.

“CORE has increased the depth of relationships and partnerships tenfold. We’ve known each other for years, but never this deeply.”

– Improving School Attendance for Families in Transition

“I invest in CORE because it’s about the future. Supporting this work now not only creates an impact in the lives of families today, but for generations to come.”

— Matt Reinhard, CORE Investor



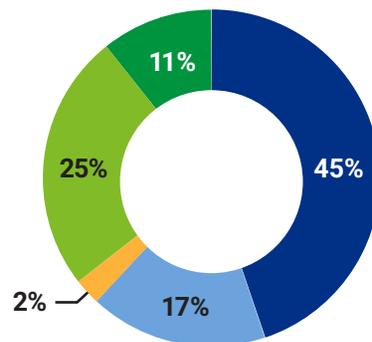
FINANCES TO SUPPORT COMMUNITY INVESTMENTS

United Way Grants, Services and Initiatives: In 2018, 70% of the CORE Fund was allocated to five 3-year CORE Collaborative Grants made up of more than 68 community partners and 30% was allocated to 17 one-year single program grants. In addition to funding 107 programs through 40 agencies with a special focus on local health and human services, we support a number of initiatives focusing on early learning and education, financial stability, and North Sound 211.

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.

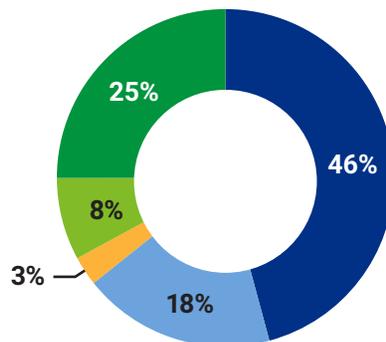
Fundraising: United Way of Snohomish County meets the highest standards of nonprofit excellence as set by charitable watchdog organizations, serving as an efficient and trustworthy steward for your donor dollars.

For fiscal year 2018, our total net assets equaled \$7,365,825.



SOURCES OF REVENUE

United Way Campaign Revenue	
Contributions to CORE Fund	\$2,322,838
Donor directed campaign contributions	\$891,141
Rental activities	\$131,368
Other grants	\$1,292,500
Other income	\$552,475
Total sources of revenue	\$5,190,322



USE OF FUNDS

United Way Campaign Revenue	
United Way grants, services & initiatives	\$2,207,993
Donor-designated gifts outside United Way	\$891,141
Rental activities	\$135,489
Programs & fundraising	\$380,500
Management & general	\$1,206,062
Total use of funds	\$4,821,185



“We look to support communities where our members live in the best possible way, and CORE creates long-term solutions to help families in Snohomish County thrive.”

— Tom Berquist, Executive Vice President & Chief Marketing Officer, BECU

OUR BOARD BELIEVES IN CHANGE

We are grateful for a board of directors who is willing to look through the kaleidoscope with us and create open roads to equity for all.

EXECUTIVE COMMITTEE

Board Chair
Fran Mester
Community Volunteer

Vice-Chair
Mike Tibbits
Key Bank

Treasurer
John Weber
Coastal Community Bank

Secretary
Sharon Wellman
Everett Community College

Immediate Past Chair
Kim Williams
Providence Regional Medical Center Everett

MEMBERS AT LARGE

Derick Baisa
Community Volunteer

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“We talk a lot about prevention in healthcare—helping people to live well from the start. That’s what CORE is about. Giving families the best chance at success by looking at poverty in a holistic way.”

— Jeffrey Roe, CEO, Premera Blue Cross

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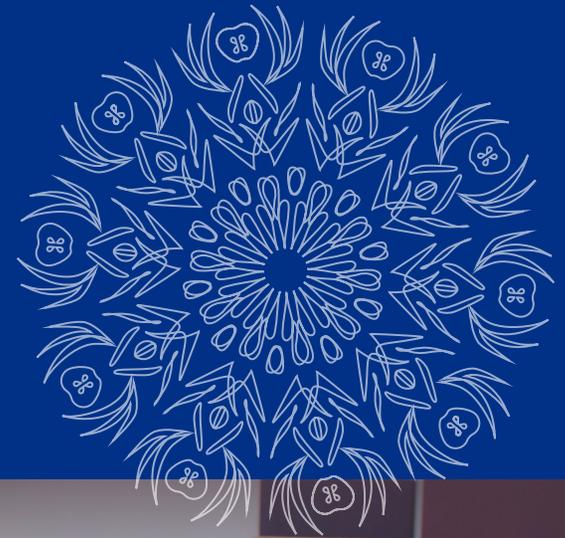


VOLUNTEERS TO THE CORE

GetConnected is United Way's online volunteer platform that matches individuals and local organizations to more than 130 volunteer opportunities. In 2018, our volunteer center matched more than 1,382 individuals with volunteer needs for 34 active agencies in Snohomish County.

Every volunteer brings diverse experiences and expertise, engaging with us in new ways to help families with young children in Snohomish County. We could not do this work without you and are excited to launch new opportunities to connect with us soon!

If you would like to volunteer or learn more about events and activities to shift your perspective on poverty, contact info@uwsc.org or 425.374.5500.



Above: Premera volunteers at a CORE Kit event.

VISION

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

MISSION

Through our CORE Collaborative approach, United Way of Snohomish County catalyzes, supports, and invests in groups of partners with shared goals to create more equitable systems for families with young children trapped in poverty.

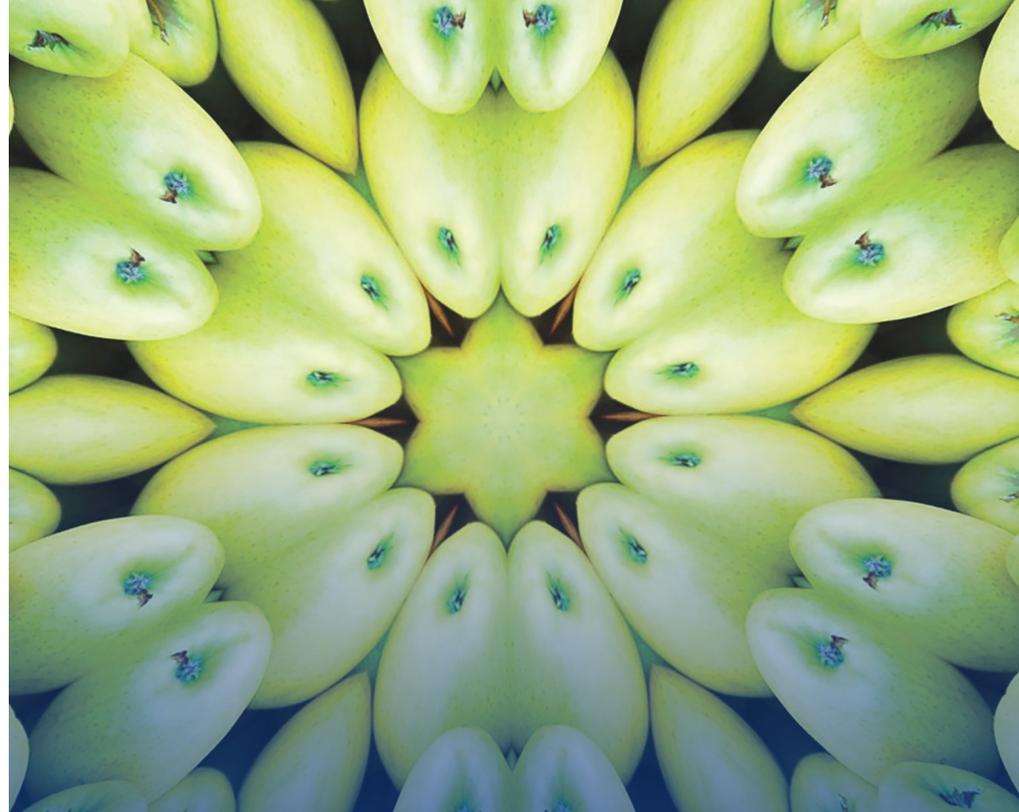
WAYS TO ENGAGE

1 Watch our short animated videos about CORE.
Visit bit.ly/camitishavideos

2 Connect with us on social media!
 facebook.com/unitedwaysnohomish  [@unitedwaysnoco](https://instagram.com/unitedwaysnoco)

3 Give online at www.uwsc.org or by mail to:
United Way of Snohomish County
3120 McDougall Avenue, Suite 200
Everett, WA 98201

4 Questions?
Email info@uwsc.org or call 425.374.5500.



“I strongly believe that we can improve the quality of life in Snohomish County by working with partners like United Way of Snohomish County and their CORE approach to address the causes and consequences of poverty. The future we choose to create will be one where our neighbors in need have the tools to succeed.”

— Dave Somers
Snohomish County Executive



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