



A COLLABORATIVE
APPROACH OF



United Way
of Snohomish County



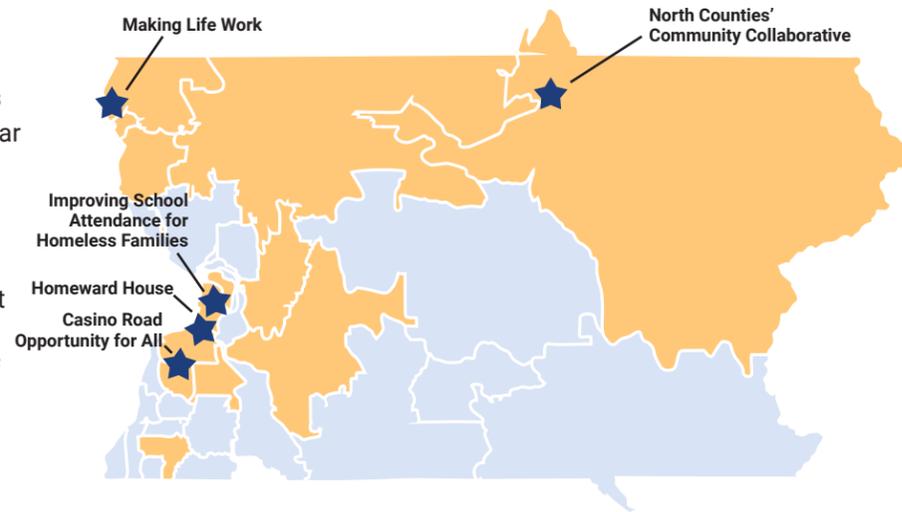
SIX MONTH COLLABORATIVE REPORT

August 2018

OVERVIEW

United Way of Snohomish County recently conducted a 6-month check in with our five CORE Collaboratives. This included interviews with members of each Collaborative, a mid-year partner survey using the [Wilder Collaboration Factors Inventory](#), and a narrative on progress made written by Collaborative leadership.

We are pleased to share this report with you that highlights impact to date, lessons learned, and future goals. This report on our work and that of grantees reflects our commitment to tracking progress over time and being transparent with the results. We are catalyzing a new way for partners to work together to remove barriers for families trapped in poverty, creating an open road to equity—a new system with better access for the whole family to get the help and services they need. While this is long-term systems change work, movement in both small and big ways are taking shape. This report highlights that noteworthy progress.



★ CORE COLLABORATIVES IN SNOHOMISH COUNTY

■ Zip codes where CORE Collaborative partners are located.

REMOVING BARRIERS

The current system of programs and services are largely either adult-centered or child-centered. Families face a network of services that are difficult to navigate with many confusing and complex roads to resources. Organic collaboration takes place in our community, but often it is the responsibility of those in need to work through the restrictions around access to resources. Existing programs are essential, but the difficulty in navigating these complex systems, from education and healthcare to government assistance and community programs, can keep a family trapped in poverty.



12,000
Families in Snohomish County are trapped in poverty



44,539
Families are struggling to get by



\$25,100
Is the Federal Poverty Level for a family of four

What is CORE?

[Creating Open Roads to Equity \(CORE\)](#) is a collaborative approach of United Way of Snohomish County that places the whole family at the center of groups of partners called CORE Collaboratives—multiple nonprofit, public, and private partners working together for families with young children.

United Way of Snohomish County is the only local organization that is both a funder and an active partner in five CORE Collaboratives that focus on shared, long-term solutions for families struggling to get by.

Unlike other approaches, CORE gives voice to the whole family, making it easier for children birth to age 8 and the adults in their lives to find success together.

The CORE Approach

Poverty is a complex issue that requires collaborative solutions. Our new direction 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 a model used by hundreds of initiatives across the nation that focuses on intentional, measured collaboration.

[2-Generational Approach](#) provides opportunities and support for children and their families together. This approach, out of Ascend at the Aspen Institute, has 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 other support groups for both the child and the adult.

This new approach changes United Way's role in the community by moving beyond simply being a fundraiser to being a funder, partner, convener, and catalyst for families with young children.

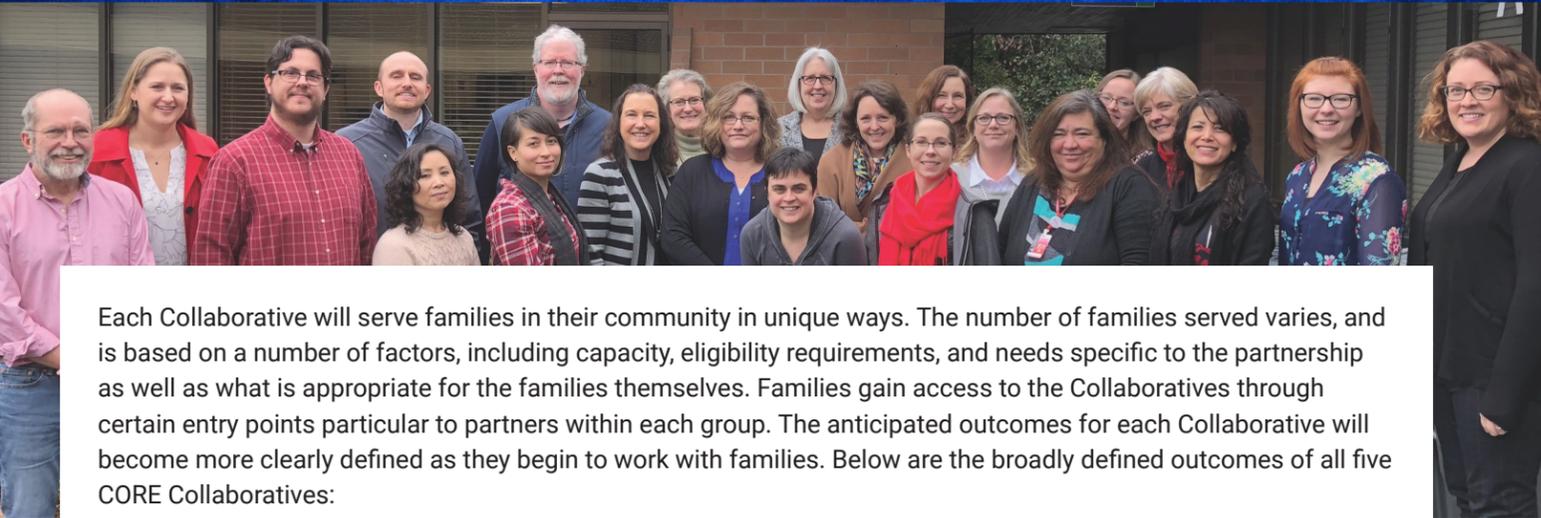
“ The old model of coming to the door only is not working. It is on us to be connected to our neighbors and partners to make those handoffs warm. This is a shift in the way we think about collaboration. ”

– CASINO ROAD OPPORTUNITY FOR ALL

Collaboratives at a Glance



MEET OUR CORE COLLABORATIVES



Each Collaborative will serve families in their community in unique ways. The number of families served varies, and is based on a number of factors, including capacity, eligibility requirements, and needs specific to the partnership as well as what is appropriate for the families themselves. Families gain access to the Collaboratives through certain entry points particular to partners within each group. The anticipated outcomes for each Collaborative will become more clearly defined as they begin to work with families. Below are the broadly defined outcomes of all five CORE Collaboratives:



Child is ready for school and takes charge of his/her learning.



Caregiver is empowered to pursue post-secondary education and/or climb the career ladder.



Caregiver health and mental well-being is strengthened.



Caregiver improves emotional capacity and parenting skills to ensure they and their children can successfully navigate society.



Family is empowered and financially stable.



CASINO ROAD OPPORTUNITY FOR ALL
CORE Collaborative

The **Casino Road Opportunity For All** Collaborative serves families in the greater Casino Road community. This Collaborative partners with families with children, primarily immigrant and refugee families; many of whom are non-English speaking. As a component of the broader Casino Road Initiative, the vision for this collaboration is a place-based approach where services for both the adult and child are co-located in the Casino Road community, ensuring pathways out of poverty are available.

Partners in This Collaborative

- YMCA of Snohomish County
- Casa Latina
- Everett Community College
- Community Health Center of Snohomish County
- Casino Road Initiative
- United Way of Snohomish County
- Seattle Goodwill Industries
- ChildStrive
- Mukilteo School District

MEET OUR CORE COLLABORATIVES

The **Homeward House** Collaborative serves parents and children (predominantly drug affected infants) with active dependency cases (an active dependency case refers to a civic case based on allegations of abuse, abandonment or neglect of a child). Homeward House will partner with families to provide individualized services and visitation, including parent-ally mentoring and interactive parenting education. The vision for this collaboration is to create a single point of service that ensures parents in treatment have appropriate access and support to bond with their children as a standard of recovery. This model will create the conditions for family success, reducing the long-term impacts of early trauma and ensuring pathways out of poverty are available to families faced with addiction to seek reunification with their children.



HOMeward HOUSE
CORE Collaborative

Partners in This Collaborative

- YWCA Seattle | King | Snohomish
- YWCA- Shelter Plus Care & Project Reunite
- Sherwood Community Services
- Housing Hope
- Snohomish Health District
- Catholic Community Services
- Domestic Violence Services
- Alliance for Child Welfare Excellence University of Washington
- Center for Human Services
- Snohomish County Superior Court, Family & Juvenile Court Improvement Program, Denney Juvenile Justice Center (DJJC)
- Table of Ten & Superior Court Judges
- Bridgeways-Employment Services
- Providence Family Maternity Center
- ChildStrive
- United Way of Snohomish County
- Interfaith Association of Northwest Washington
- DSHS-Children's Administration
- Early Intervention Program

“ Oftentimes in the work that we do, we build the plane while we fly it. Being able to take a step back to build it right is key. Knowing that it is expected as the Collaboratives are forming, United Way is constantly saying it's okay to go slow to get it right. It's also important that we keep celebrating the small successes already achieved. ”

– CASINO ROAD OPPORTUNITY FOR ALL

MEET OUR CORE COLLABORATIVES



IMPROVING SCHOOL ATTENDANCE FOR HOMELESS FAMILIES

The **Improving School Attendance for Homeless Families** Collaborative seeks to reduce intergenerational poverty by improving educational outcomes for children and their caregivers. This Collaborative will provide the tools, knowledge and resources to ensure children’s regular school attendance during times of instability. Improving School Attendance for Homeless Families aims to strengthen families so that caregivers and children can support and motivate each other to succeed in school, explore career pathways and achieve success, ensuring pathways out of poverty are available for families experiencing homelessness.

Partners in This Collaborative

- 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

MEET OUR CORE COLLABORATIVES



The **Making Life Work** Collaborative believes that by combining three promising models—Collective Impact, Aspen’s Two-Generational approach, and EMPATH’s Mobility Mentoring Model—families with young children in the Stanwood-Camano area will have the community conditions needed to escape poverty and become stable and self-sufficient. This will happen by integrating partner services into a single, seamless, comprehensive program that removes barriers and creates opportunities for family success.

Partners in This Collaborative

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



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MEET OUR CORE COLLABORATIVES



**NORTH COUNTIES'
COMMUNITY COLLABORATIVE**

The **North Counties' Community Collaborative** seeks to reduce intergenerational poverty in the Darrington School District by improving access to employment, health, and education for children and the adults in their lives. NCCC believes that by collaborating across systems, including non-traditional partners like private industry and state government, the community can provide the conditions needed to decrease geographic isolation and ensure families have the opportunities needed to escape poverty.

Partners in This Collaborative

- North Counties' Family Services
- Sauk-Suiattle Indian Tribe
- Darrington Pharmacy
- Darrington Family Dental
- Providence Health & Services/Intervention Center for Assault and Abuse
- Darrington Clinic
- Darrington Strong (Darrington's Local Business Association)
- Coastal Community Bank
- Darrington Elementary & Middle Schools
- The Arc of Snohomish County
- Darrington Elementary
- Sno-Isle Regional Library-Darrington Branch
- Snohomish County – Developmental Disabilities and Early Learning Division
- Early Childhood Education Consortium
- Workforce Snohomish
- Goodwill Industries
- Darrington Internet Users Association
- North Counties' Family Services
- Opportunity Council
- United Way of Snohomish County

MOVEMENT IN SIX MONTHS – CORE OUTPUTS

United Way envisions a community where all families have access to opportunity. We believe that collaborative solutions have the greatest potential to not only meet the needs of families today, but will support the success of the whole family for generations.

This is long-term work, which requires changes in the systems serving families with young children. Individual families will see positive movement, but the bigger impact of this CORE work is ultimately about system changes needed to create outcomes in the years to come.

Shifts in the way partners work together; increased efficiencies in our system of service delivery; and expanded ways of thinking for community partners, legislators, and funders are all important outputs of success.

Each Collaborative is required to track and measure progress according to the five focus areas of the 2-Generational Approach. This section highlights some of the positive changes reported by the Collaboratives in August 2018.

“ We have children that walk to the library by themselves, and sometimes we never see their parents. This project allows for opportunities to engage more parents in their children's learning, and to identify and remove barriers to that engagement. I'm encouraged by the support I see building within our Collaborative, and I'm looking forward to making new connections with local families.

– NORTH COUNTIES' COMMUNITY COLLABORATIVE



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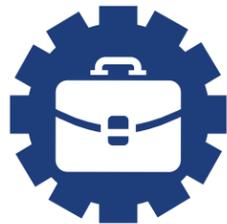


MOVEMENT IN SIX MONTHS – CORE OUTPUTS



EARLY CHILDHOOD EDUCATION

- ✓ **IMPROVING SCHOOL ATTENDANCE FOR HOMELESS FAMILIES:** School district partner has created a professional development proposal that is now being shared with building principals. Staff training will focus on building the understanding and capacity to better meet the needs of, and support, caregivers and children experiencing homelessness.
- ✓ **CASINO ROAD OPPORTUNITY FOR ALL:** Historically, partners have concentrated on adult pathways to post-secondary education. The Casino Road Collaborative is now working to incorporate a variety of high-quality early learning opportunities for the young children in these households.



POST-SECONDARY AND EMPLOYMENT PATHWAYS

- ✓ **NORTH COUNTIES' COMMUNITY COLLABORATIVE:** Employment partner job training classes, previously unavailable in Darrington, are in development to bring onsite to the community.
- ✓ **CASINO ROAD OPPORTUNITY FOR ALL:** Collaborative case manager hired and connecting with all adults currently enrolled in the Casino Road Academy to learn more about their long-term goals for post-secondary education or certification, as well as household makeup.



HEALTH & WELL-BEING

- ✓ **CASINO ROAD OPPORTUNITY FOR ALL:** Health partner changed their client intake survey to have a 2-Generational lens. Questions will now capture 2-Generational data (previously, questions on the adult forms did not include questions for the child, and vice versa). This work has sparked a different intake approach that looks at the whole family.
- ✓ **HOMEWARD HOUSE:** Location selected and signed the property lease on June 1, 2018. At this location, both parent and infant will receive mental health services, simultaneously.



SOCIAL CAPITAL

- ✓ **HOMEWARD HOUSE:** "Parent for Parents" Parent Ally Mentor hired to engage and support parents as they navigate through the development of their child's dependency plan with Child Protective Services (CPS). Parent Ally Mentor will work with hospital staff, CPS, and Homeward House partners to ensure parent is informed and included in the development of a coordinated service plan for their family.
- ✓ **MAKING LIFE WORK:** Location secured for program model, which is built on family mentoring in all five domain areas.



ECONOMIC ASSETS

- ✓ **MAKING LIFE WORK:** Basic needs partners in Stanwood are beginning to think more holistically about family needs. For example, the local food bank is shifting focus from number of people served to quality of food and overall nourishment.
- ✓ **IMPROVING SCHOOL ATTENDANCE FOR HOMELESS FAMILIES:** Created Child Family Advocate contracts and hiring has begun. Advocates and housing navigators will work together to stabilize and maintain housing for families.

WHAT TO EXPECT

United Way is at every Collaborative meeting as a partner, and will continue to help gather data and measurements. Expect updates approximately every six months as we allow time for this long-term model to progress.

We are taking a three-level measurement approach. CORE is about long-term systems change, and it is important to capture incremental movement towards that change. Data will be gathered to measure changes toward **Family Outcomes, System Outcomes, and United Way of Snohomish County Organizational Outcomes**. It will be necessary to shift on all three fronts to ensure success in our CORE model.

Family Outcomes

Aspen's 2-Generational framework has specific outcomes and suggested metrics. (See the 2-Generational Outcomes Table at <http://bit.ly/2GenOutcomes>.) Our grant process was built around this very explicit list of directional outputs and outcomes, and the CORE Collaboratives are building their workplans around this framework. At the time of publication, we are seven months into funding the new work and are concentrating on the necessary first step of creating the right structure for each CORE Collaborative, which includes helping each group target specific outcomes and indicators (outputs) based on the 2-Generational Outcomes table.

System Outcomes

Ultimately, our CORE investments are about changing the system for families with young children. This CORE work fundamentally changes the way the system works together to bring about different results (shift a siloed, program-based environment to a collaborative, outcome-based environment). If we can effectively organize cross-sector partners (including United Way) around families in intentional, integrated ways, we believe there will be significant shifts in the outcomes for families trapped by our current system. But these kinds of changes cannot happen overnight. Thus, measuring the actual collaboration of our partners is integral. We will be using the Wilder Collaboration Factors Inventory and have established baseline data with each CORE Collaborative. (See 6-Month Survey results at <http://bit.ly/6MoCollabSurveyResults>.)

United Way of Snohomish County

Finally, we will be measuring how we, United Way of Snohomish County, change with this CORE approach. We too must evolve to become what our community needs. There are many qualitative stories and quotes from our partners noting how they have seen us shift to meet community demands, but we will also be establishing specific metrics for our organization. We are creating a tool to measure our evolution as a strategic, capacity building partner in the communities we serve. United Way will use this to not only measure our responsiveness to market demands but also to help inform our shift in the organization's business model in the coming years.



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Conclusion

A phenomenal amount of planning, relationship building, and structure was built—both literally and figuratively—in just a few short months. It's important to "get the house in order," and these first six months primarily focused on doing just that. Collaboratives worked to establish governance structures, partnership agreements, secure properties in some cases, and many hired shared employees. Much progress has been made in a short amount of time and we are excited to invite families into the models over the coming months.

Sponsors



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United Way of Snohomish County 3120 McDougall Ave., Suite 200, Everett, WA 98201
425.374.5500 | www.uwsc.org | facebook.com/unitedwaysnohomish | [@unitedwaysnoco](https://twitter.com/unitedwaysnoco)

