



United
Way



United Way of the
Columbia-Willamette

RACE AND PLACE:

TRANSFORMING THE MODERN NONPROFIT

A Report from 2017

FREE THE FUTURE. INVEST IN OUR REGION'S KIDS.

THIS IS OUR MOMENT

Have you ever felt that your good work wasn't good enough?

For 20 years, I worked hard for kids and families. I was a devoted classroom teacher. I helped hundreds of kids in the criminal justice system stay out of jail. I played a small part in improving the quality of afterschool programming for low-income kids in Portland. All of it was good, important work. But none of it meant there wouldn't be more kids and families in need in the years to come.

Then, in 2014, United Way of the Columbia-Willamette launched an ambitious initiative to break the cycle of poverty in our region. Today, the work of our partners is yielding significant impacts and laying the groundwork for truly lasting change. Our investments and collaborations are allowing nonprofits to work more effectively. They're generating research to help funders make smarter investments. And they're leveraging insights from the communities we serve to enable policymakers to legislate more equitable and effective solutions.

In the last three years, we launched the region's first coordinated early learning framework, helped thousands of vulnerable families stay in their homes, and supported partnerships that returned over \$45 million in tax credits to local families, buoying our regional economy. Our Hands On Greater Portland program mobilized over 60,000 volunteer connections, adding vital capacity to local nonprofits and more than \$5 million in value to our region. But these are not the things we talk about in this report. Because as important as they are, we know these strategies alone won't solve persistent poverty.

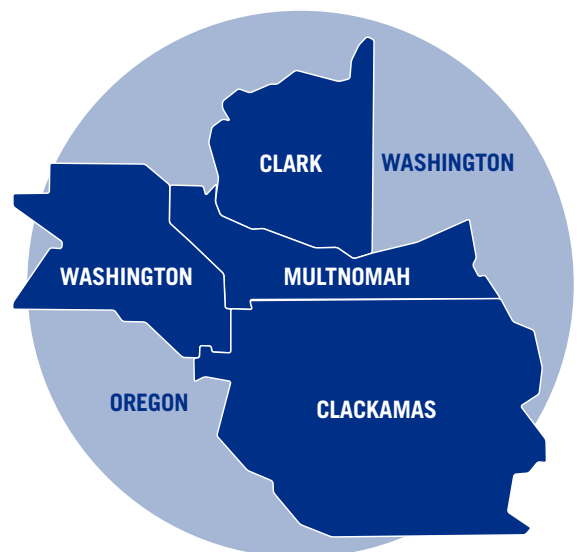
That realization forced us to rethink the way we've been doing business for decades. What you're about to read illustrates what our partners are now able to do as a result of the hard and necessary effort we've taken on together. As CEO, I know that creating lasting, systems change doesn't always provide the immediate, tangible results that donors are accustomed to. Making racial equity real is vital, yet as a leader I recognize it involves deep reflection, sometimes uncomfortable conversations, and real shifts in power. Transforming the way we operate hasn't been easy. But it remains critical.

We are committed to addressing the root causes of poverty and we can't do it alone. As we move forward with the next three-year phase of this work, we will continue to seek new ways to welcome you and your organizations as partners, funders, and advocates. For now, I'm proud to share with you what we've learned.

Sincerely,



Keith Thomajan
PRESIDENT & CEO

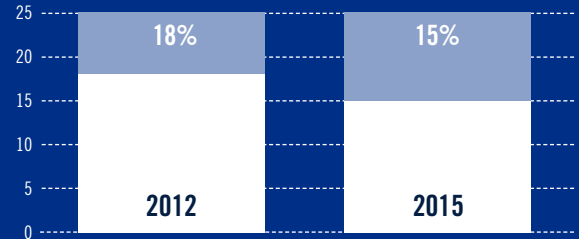


RACE AND PLACE

OUR REGION IS BECOMING MORE PROSPEROUS

Childhood Poverty Rate in 4-County Region

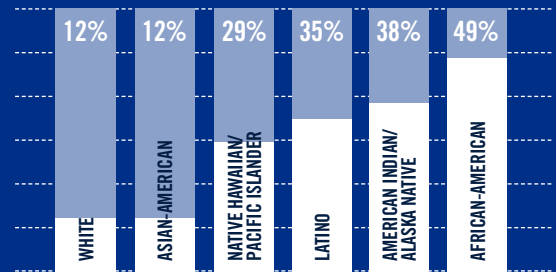
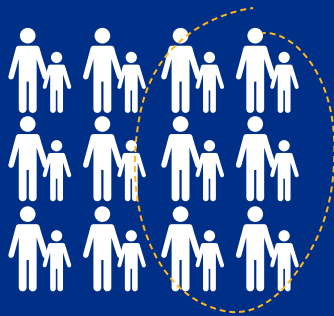
Source: Poverty and Median Household Income Estimates for 2012 and 2015 (four-county data aggregates), U.S. Census Bureau, Small Area Income and Poverty Estimates (SAIPE) Program



YET KIDS OF COLOR ARE MORE OFTEN POOR THAN WHITE KIDS

Childhood Poverty Rate in 4-County Region, by Race/Ethnicity

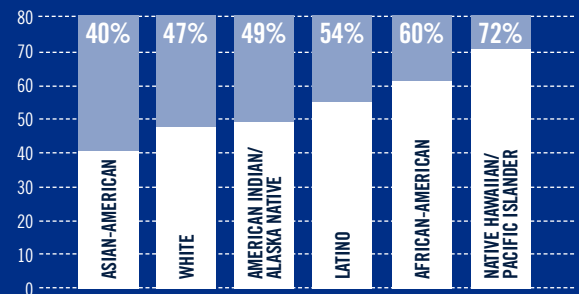
Source: US Census, American Community Survey, Table B17001B-1 (2010-2014 five-year estimates, four-county data aggregates)



THE HOUSING CRISIS IS HARDEST ON FAMILIES OF COLOR

Renters Who Spend Over 30% of Their Income on Housing

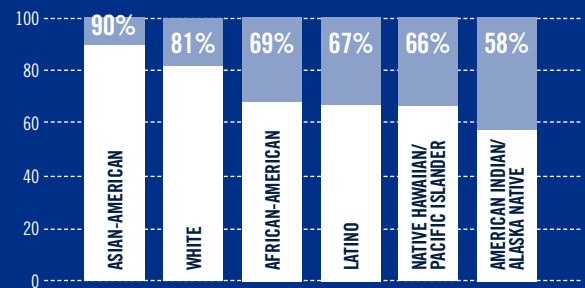
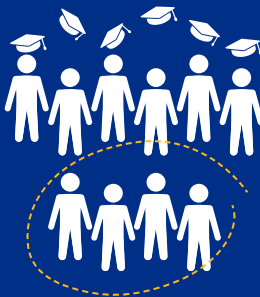
Sources: Oregon Department of Education and Washington Office of the Superintendent of Public Instruction, 2014-2015 school year (four-county data aggregates)



AND OUR SCHOOLS CONTINUE TO FAIL KIDS OF COLOR

High School Graduation Rates in 4-County Region

Source: US Census, American Community Survey, Table B25070 (2006-2010 five-year estimates, four-county data aggregates)



THE SYSTEM IS NOT WORKING FOR ALL OF OUR REGION'S KIDS. FIXING WHAT HOLDS THEM BACK REQUIRES RADICALLY CHANGING WHAT WE DO.



**OUR COMMITMENT: RADICALLY
CHANGE WHAT WE DO TO STOP
FAILING OUR REGION'S KIDS
OF COLOR AND POOR FAMILIES.**

THREE YEARS AGO

United Way of the Columbia-Willamette made an ambitious commitment: stop failing our region's kids of color and poor families. It's radically changing what we do and how we do it.

We've brought partners together in new ways, with a singular focus on breaking the cycle of poverty, especially for kids and families of color. The work has been challenging, and what we assumed about our efforts hasn't always proven true. But collectively we're achieving things on a scale that has never happened before. Most importantly, we've aligned as a region around the shared conviction that this work is necessary—and possible. This is what we've learned and why it matters.

EMPOWER THOSE WHO'VE BEEN EXCLUDED

Our region is known for being a caring place with deep civic involvement. But some communities have been continually excluded from a shared prosperity. Decades of policies and practices, from redlining and underinvestment to urban renewal and gentrification, have decimated long-standing communities. As housing costs here rise dramatically and poverty worsens nationally, the current growth of the region's economy and population threatens to leave our most vulnerable worse off. To build a better future for everyone we serve, United Way and our partners have had to rethink how we address persistent challenges.

We need to recognize the know-how of communities of color and people in poverty—elevating the solutions that come from within, amplifying their insights and culturally appropriate strategies. At the same time, we must change expectations that United Way, its board, and donors have had regarding how traditional investments are measured and how we tell stories about results.



\$4.2M OF UNRESTRICTED FUNDING. United Way provided three years of general operating support to 29 organizations to be part of a common agenda.

BREAK THE CYCLE OF POVERTY

Community-based organizations (CBOs) in our region have decades of experience delivering programs that serve low-income individuals and families. Many of these CBOs have honed expertise that grows from and aligns with the cultures of the specific communities they serve. But without a coordinated strategy to focus service providers, funders, and policymakers on breaking the cycle of poverty that continues to entrap so many families, **it's impossible for individual programs or siloed organizations to have enough impact to create the deep, lasting change our community needs.** To craft this coordinated strategy, a broad group of partners has coalesced around the needs of kids.

This means working to ensure children arrive at school ready to learn—and that they get the support they need, in and out of school, all the way through graduation. It also means connecting families with stable housing and other basic needs so kids stay focused on school. And it means strengthening communities in ways that allow kids to thrive. By aligning our efforts, learning from each other, and making rigorous, fundamental changes in what we do, we are creating the reality of a caring, civically engaged region. What we're building with our partners can be a powerful new national model. And, just as important, it means a powerful new future for all our region's kids.

COLLECTIVE AND COMMUNITY MEAN MORE HERE

The basic principles of collective impact aren't new. It's a "better together" approach in which a backbone organization facilitates an effort by CBOs to define a common agenda, undertake shared measurement, align services, and participate in continuous communication. But what's revolutionary here is a multi-pronged approach that allows partners across sectors to achieve measurable change where it's most needed.

Policy

Recognizing that social services alone cannot eradicate root causes of poverty, our partners are advancing public policy focused on kids, families, and stable communities. By strengthening the capacity of CBOs to work with policymakers, inform public opinion, and engage voters, we are advancing community-led changes at the state, county, and municipal levels that will have deep and lasting impacts across education, housing, health and well-being.





THE PRIVILEGE OF FAILURE

IT'S CRUCIAL TO UNDERSTAND THE RAMIFICATIONS OF HOW WE'VE BEEN FAILING KIDS OF COLOR AND POOR COMMUNITIES.

This failure is ours—funders, policymakers, systems leaders, even service providers—and we need to own it across the sector. But although the responsibility is on us, not on the communities we've failed, they have borne the brunt of decades of failure. **Even the concept of “learning from failure” is a privilege that ignores who suffers the impact of failure.** That's why all of us must dedicate ourselves to learning from community-generated and community-driven solutions—to redefine our roles across the sector to support, deepen, and extend community success.

**ASK THE HARD QUESTIONS:
ARE WE DOING WHAT WE DO
BECAUSE WE'RE FAMILIAR WITH
IT? OR BECAUSE IT REALLY
SERVES KIDS OF COLOR BEST?**



RIGOROUS LEARNING, CONTINUOUS IMPROVEMENT.

United Way covenes and staffs three staff groups from 29 organizations. Together, they meet consistently, share expertise, and create mutual accountability for improvement.

COLLECTIVE AND COMMUNITY MEAN MORE HERE

Equity

Collectively putting racial equity at the center of our work means more than pledging to care about inequality. It means asking hard questions about whether what we've become comfortable doing is really what best serves kids, families, and communities of color. It means examining who makes decisions, and how, across organizations. It means moving past good intentions to prove what works—and improve what doesn't. It means tracking with greater detail than ever before exactly who is served, and what effect that service has on people's lives. **And it means including community voices, perspectives, and expertise in how we measure whether community needs are being met.**



OPERATIONALIZING EQUITY. United Way and partners assessed and tracked our organizational actions with pre- and post-surveys to ensure racial equity is core to our operations.

Data

Partners across the region are collaboratively building the capacity to collect, share, analyze, and use a more comprehensive range of data in more precise and effective ways than ever. Rather than looking at program outputs—kids served in a tutoring program, or families getting help filing a tax return—we've identified and pioneered ways to get key data that haven't been accessible to service providers or funders before. **Most importantly, with a racial equity lens developed for our region, we've collectively identified what we measure to determine exactly which interventions work for which kids and families.** And as we establish shared metrics across CBOs, we can begin to measure impact across agencies. Transforming the region's relationship to data required us to build relationships, trust, legal agreements, technology systems, and capacity within and across organizations.



REGIONAL MEASURES DRIVING ACTION. United Way created a dashboard of indicators to track and tie regional progress to local program activities.

Support and Strengthen CBOs

United Way is providing unrestricted funding to 29 organizations across our region that have aligned around this work. This support frees them to focus on what matters most to the communities they serve, rather than responding to funder requirements. We've also created ways for these organizations to learn from each other and for United Way and other funders to learn from them. **Three learning communities—focused on student success, family stability, and connected communities—actively engage leadership, program, and evaluation teams** across all 29 CBOs in sharing and honing their expertise. The importance of this effort for the sector and for those we seek to serve can't be underestimated—yet shared knowledge building, trust, understanding, and mutual support are outcomes on which funders seldom focus.

“United Way is helping us identify the data we need, improve the data we collect, use it to examine disparities in our services, and set clear and measurable goals.”

STEPHANIE BARR, YWCA CLARK COUNTY

The Right Regional Network

The network of partners engaging in this work extends beyond CBOs. Education partners include leaders and teachers at individual schools, school districts, Educational Service Districts, and education foundations, as well as community colleges and universities. Public partners include policymakers, elected officials, and city, county, regional, and state agencies. Private funders from the business sector and philanthropy are providing support—in both dollars and sense, sharing their expertise, being part of the collective learning process, and listening to the expertise of the communities and service providers.



PARTNERS EVERYWHERE. United Way funded 101 organizations, collaborated with another 59, and received significant funding support from 83 companies, foundations, and individuals.



BUILDING A BETTER CHECKBOX

THE PERCEPTION OF OUR REGION AS OVERWHELMINGLY WHITE OBSCURES THE REALITY

This area is home to diverse populations, with multiple cultures and dozens of languages. That's why something as simple as basic demographic data collection can have huge implications on what we know and do regarding racial equity.

RATHER THAN:

Asian or Pacific Islander

WE NOW USE:

- | | |
|---------------------------------------|---|
| <input type="checkbox"/> Burmese | <input type="checkbox"/> Tongan |
| <input type="checkbox"/> Karen | <input type="checkbox"/> Chuukese |
| <input type="checkbox"/> Zomi | <input type="checkbox"/> Native Hawaiian |
| <input type="checkbox"/> Hmong | <input type="checkbox"/> Samoan |
| <input type="checkbox"/> Thai | <input type="checkbox"/> Guamanian or Chamorro |
| <input type="checkbox"/> Chinese | <input type="checkbox"/> Other Pacific Islander |
| <input type="checkbox"/> Vietnamese | |
| <input type="checkbox"/> Korean | |
| <input type="checkbox"/> Laotian | |
| <input type="checkbox"/> Filipino/a | |
| <input type="checkbox"/> Japanese | |
| <input type="checkbox"/> South Asian | |
| <input type="checkbox"/> Asian Indian | |
| <input type="checkbox"/> Other Asian | |

Across our partnerships, a new emphasis on understanding who we serve means bringing more specificity to the questions we ask and the information we gather.



THE NUMBER OF KIDS A PROGRAM SERVES DOESN'T TELL US ANYTHING ABOUT LONG-TERM IMPACT FOR THE COMMUNITY.

ACHIEVE REAL CHANGE

What it takes to transform organizations can be surprising. It can defy our expectations and send us down the wrong path, despite our best intentions. The learning curve has been challenging and rewarding for United Way and its partner funders. We've worked to move past common misconceptions and deepen our shared understanding of what really works.

MYTH

We've left the same kids, families, and communities behind year after year because we don't know what works.

REALITY

Culturally specific and culturally responsive organizations across our region have honed services and solutions that are especially effective for the communities they serve.

We need to magnify the effects of these efforts so these CBOs and their partners can work in more powerful ways. We can best support these organizations by providing consistent opportunities for CBOs to learn from each other and for private and government funders to learn from them.

MYTH

Collective impact depends on picking the one right approach for our region.

REALITY

Our partners are deeply committed to the defining aspects of collective impact: alignment, coordination, shared goals and metrics, collective learning, and mutual accountability. But **we serve diverse communities across four counties and two states, which requires us to be adaptive and responsive to particular circumstances.** What might be urgent and important for one community may not be as relevant for another, and what might be achievable within one jurisdiction may not be workable or necessary in the others.

We must be dexterous and determined as we draw on community strengths, seize specific opportunities, and address particular needs across the region. And we hold ourselves accountable for outcomes across the diverse communities and counties we serve.



RIGOROUS EVALUATION. United Way developed and paid for a Portland State University study documenting effective culturally-specific practices that improve academic success for students of color.

MYTH

Putting money into specific programs makes the most sense.

REALITY

Program-specific funding limits what CBOs can do. General operating support allows them to be more adaptive in addressing issues and seizing opportunities. It also builds trust between CBOs and funders, which allows for the honesty and shared commitments necessary to do the hard work together. But even as United Way and other funders must respect the knowledge CBOs bring regarding what needs to be done and how to do it, **we also must support the capacity of CBOs to align their work across organizations with a deeper focus on racial equity, more meaningful use of data, and a fuller engagement with policy and advocacy to address the root causes of poverty.**

At the same time, funders—including board members and individual donors—need to become comfortable with the hard truth that general operating support necessarily creates a gap between funders' resources and the specific results they have traditionally asked for.



SHARING DATA.

United Way facilitated first-time formal MOUs between three school districts

and five after-school providers to share real-time academic data for 1,000 students.

MYTH

The way to increase impact is to scale what's already working.

REALITY

While the concept of “scaling what works” has gained currency among funders, the truth is that doing more of the same isn't enough. If we are serious about increasing impact, we have to be more cognizant of the barriers to greater impact and savvier about possibilities we haven't yet pursued. By taking the expertise of CBOs into the policy realm, or by creating workshops in which funders, policymakers, and CBOs focus on asset-based approaches to achieving equity, we're collectively learning how to achieve a breadth and depth of impact that goes beyond programs alone.



BREAKING FUNDING BARRIERS.

United Way convened and paid for a three-day structured workshop

with six Oregon foundations and a dozen nonprofits to address racism and power dynamics.

“United Way really understands what it takes to use data to affect disparities. That will make a real difference for all of us.”

MATT BARTOLOTTI,
METROPOLITAN FAMILY SERVICE

MYTH

Measurement will yield effective outcomes.

REALITY

Funders have long required output measures from our grantees, but we haven't been especially thoughtful about ensuring CBOs are measuring their impact in meaningful, actionable ways. Rather than assuming that any measuring matters, **we are giving sustained attention to how, what, and why we measure, with a focus on how measurement drives practice.**

In addition to increasing the capacity of our partner CBOs to put meaningful measuring at the center of their work, United Way is transforming the work we do around data. We recognize that we can't effectively address poverty until we can accurately measure it—which means analyzing information from diverse new data sources. This is beyond the scope of any single CBO, and United Way has created its own data team to provide more meaningful measures of poverty and anti-poverty efforts across our region.



ENSURING EQUITY WITH DATA.

United Way and partners developed a practical tool to make sure the

collection, use, and reporting of data advances racial equity.

MYTH

Funders should give financial support—and then get out of the way so providers can deliver services unimpeded.

REALITY

While it's true that well-intentioned funders sometimes overburden grantees with reporting requirements, funders can and should give more than money. Rather than defining which deliverables CBOs must provide to United Way, **we've shifted the emphasis to understand what CBOs deliver to each other as well as to the communities they serve.**

Working collectively, we've improved the way staff and leadership of CBOs share knowledge and shape work

across the cohort. To ensure that we are fully inclusive in building the capacity required across the region to break the cycle of poverty, we've paid special attention to the different supports that emerging and experienced CBOs need.

In addition to convening and facilitating learning communities led by and for the CBOs, we've created opportunities for United Way and other funders to participate in the learning process, honing our own approaches, roles, and goals. United Way has also rallied critical support and commitments across the sector—asking what CBOs need but might not be able to secure on their own. For example, we've worked with government partners to remove

barriers to data sharing in government contracts, allowing CBOs to better track and refine their services. We've facilitated a process in which data collected from CBOs about their work on housing development was incorporated into state housing RFPs. As a result, a substantial portion of \$40 million of new state housing bonds was targeted to meet the needs of communities of color. By broadening what we do for our grantees, we're enabling them to do more with our dollars—and that means profoundly more is happening for the kids, families, and communities they serve.

DOING MORE OF THE SAME ISN'T ENOUGH.



OUR WORK IN ACTION

DATA-DRIVEN WORK

Data-driven work has significant implications for racial equity. Because of racial disparities in school discipline, for instance, the ability to disaggregate data by race is integral to tracking progress on this persistent problem. It can allow us to identify systemic issues—ones for which a whole-school intervention may be required—even as it enables providers to focus on better serving individual students and families.

Our efforts have precipitated interest across our partner organizations in developing shared data systems agile enough to combine information on education, housing, and financial outcomes for individuals and families served by multiple organizations. The fact that CBOs are driving this ambitious approach—which necessarily demands more of their staff time and other resources—underscores the region’s dedication to coming together in new and more effective ways to break the cycle of poverty.

Being in the vanguard of better data collection does more than just measure what’s happening in our communities. Done well, it supports and cultivates leadership from within those communities. For example, **our culturally specific and culturally responsive CBOs have recruited adult and youth community members to serve as paid researchers**, gathering the input needed to evaluate more fully the effect that culturally specific and culturally responsive service providers have on individuals, families, and communities. This type of “consumer voice” research brings a new level of accountability and actionable input to the sector, elevating the perspective of community members to inform the work of funders and policymakers as well as service providers. And it provides skills, support, and validation to the community-based researchers who serve as assets for our region.

Smarter Data

Funders can enable CBOs to be collaborators, not competitors. However, because most funders make program-oriented grants, CBOs focus on collecting whatever program-level data are requested by each funder. As a result, even within a single CBO, there is often no through-line of evidence about how effective the agency’s combination of services is in meeting the needs of individuals or families, nor any way to prove why an intervention did or did not work. This problem is magnified across agencies: CBOs lack systems for sharing and comparing data, and, because of “competitive” funding initiatives from both public and private sources, CBOs are often positioned as competitors rather than collaborators, with neither incentive nor resources to come together around shared measurement.

The first step in creating a data-driven system was building better relationships on multiple levels: between United Way as a funder and the CBOs whose work we want to help transform; across the CBOs that have put the needs of those they serve first as they join together to hold themselves and one another accountable; and between CBOs and government entities that need to remove impediments to the collection and sharing of critical data. This stage took time and care—and the process also allowed participants to become more thoughtful and courageous about their own work and our collective efforts moving forward.

One tangible result is our ability to share student-level data between school districts and CBOs. United Way negotiated individual data-sharing agreements with three school districts (David Douglas, Reynolds, and Portland Public Schools), creating a mechanism for student-level data to flow through the Multnomah Educational Service District into a customized, shared data system



that provides CBOs more precise means to track their work. This combination of program-related data, data from schools, and equity measures has made data actionable in ways not previously possible. For example, Multnomah County’s SUN (Schools Uniting Neighborhoods) Program is already nationally recognized. But previously, SUN providers worked with limited data: how many students were served annually, with only summary information on overall annual test scores across the group served. **Now the CBOs that are SUN providers can get real-time school data on attendance and discipline for individual students.** That allows them to identify when a particular student begins to fall behind, target an immediate intervention, and then track the effectiveness of that intervention. This way CBOs, schools, and funders can see precisely when we are doing the right thing for the right kids.

“Open and honest conversations with funders allowed us to share how we’re forced to talk about the specific needs of our communities as problems and deficits.”

RENEE MOSELEY, BRIDGE MEADOWS

By expanding ideas about which data are collected, we are also driving decision-making. For a school climate survey in the Reynolds School District, we developed a series of tools to measure which key social, cultural, and teaching factors impact how students and families engage with school. Combining these data with information we collected through a teacher survey enables us to track the impact of the school environment and teacher practices and methods on student academic outcomes. This information yields a sharper understanding of what’s working and what must be done to address what isn’t working. The impact: increased student success.

**DATA
COLLECTION
DONE WELL
SUPPORTS AND
CULTIVATES
LEADERSHIP
FROM WITHIN
COMMUNITIES
OF COLOR.**

OUR WORK IN ACTION

OPERATIONALIZING RACIAL EQUITY

Funders, CBOs, business leaders, policymakers, and other system leaders generally acknowledge the importance of equity and the necessity of eliminating racial disparities. But that doesn't mean that organizations or individuals instinctively know what steps to take to put racial equity at the center of their efforts. Cultivating the will and the way to eradicate practices and assumptions that perpetuate racial inequity requires dedicated resources. Even culturally specific and culturally responsive providers who have drawn enormous insights from the communities they serve benefit when fresh attention is focused on how to operationalize racial equity across their organizations.

United Way recognizes our own need to continuously assess how equity can better inform our work, even as we commit ourselves to supporting CBOs and fellow funders in making equity more central to their efforts. We have worked with our partners and with the Center for Equity and Inclusion to determine specific steps that must be broadly adopted to operationalize racial equity.

Together we are exploring three fundamental questions:

- **What are the benefits** of an equitable decision-making process?
- **What are the essential conditions** for equitable decision-making?
- **What are the challenges** to creating these conditions?

Honest conversation generated by these questions allows organizations to examine how implicit bias shapes their own organizational practices—the difficult but necessary first step in changing those practices. Over the course of three day-long workshops, we brought together funders and CBOs to share their perspectives on the imperatives and the challenges of equitable decision-making—and to push their resolve to meet those imperatives and overcome those challenges. These conversations also enabled us to cultivate a shared commitment to creating and implementing tools for culturally inclusive and culturally responsive problem solving.

One critical tool that we have collectively developed is a racial equity filter for working with data. Although “data” might seem to connote objective measures of effectiveness, in reality, unspoken assumptions about race and disparities shape which data are collected and how, as well as which stories data are used to tell, who tells those stories, and to which audiences. Because our focus on racial equity comes concurrent with improving the collection and use of data, our region has benefited from a unique opportunity to ensure that data practices advance racial equity.

IT'S NOT ENOUGH TO COMMIT. WE HAVE TO SPEND TIME AND MONEY TO ERADICATE RACIAL INEQUITIES.



“As a former executive director of a culturally specific organization, I rarely had the opportunity to align our work with the efforts of other non-profits. Until United Way’s investment, the system just didn’t support it. Bringing organizations together in a collaborative space increased efficiency and amplified impact. At the Trust, I’m now looking to United Way as proof that thoughtful, targeted investments can drive improved outcomes for our most vulnerable kids and families.”

**MATT MORTON,
MEYER MEMORIAL TRUST**

THE PATH AHEAD

Together we are creating a better future for all our region's kids and building a national model to integrate racial equity with new approaches to nonprofit and community collaboration.



**THE
FOUNDATION
IS IN PLACE.
WE INVITE
YOU TO
JOIN US IN
BUILDING
UPON IT.**

The hard work happening here makes nonprofits more effective. It creates systems better tailored to the needs of our fast-changing region. It makes all of us smarter and more confident in our efforts. But it requires collective dedication, diligence, and more support than any single backbone organization can bring. That's why your involvement matters as United Way and our partners continue to make real what's long overdue for kids of color, families in poverty, and all the communities that are part of our region.

In the coming months we will continue to share and implement lessons and insights from this first phase of our work. Here are a few examples to look forward to:

Culturally Specific & Culturally Responsive Research

Identifying and validating the unique attributes of effective culturally specific and culturally responsive organizations. Our partner CBOs are conducting groundbreaking research by and for communities of color. This research documents what works so it can be replicated throughout the region—and the country.

School Climate Study

Changing a school's climate to increase academic success for students of color. With data from a school climate survey of hundreds of students, parents, faculty, and nonprofit providers, schools and their after-school partners are improving the environment for students of color and increasing the cultural competency of teachers. The results have big implications for schools everywhere.

High School Graduation Initiatives

Proving what works with 1,000 students of color. With Portland State University, CBOs, and two school districts, we have launched coordinated high school graduation pilots that are increasing graduation rates and deepening the knowledge of exactly which interventions have the highest impact for students of color.

These specific efforts underscore how our region's innovative practices and emphasis on collective learning provide a national model for CBOs, funders, school leaders, policymakers, and other leaders across sectors to do our work better. We look forward to working with you in the months and years ahead.

2013-17 COMMUNITY PARTNERS

FUNDED PARTNERS

211info
Adelante Mujeres
African American Health Coalition
Albina Head Start
Alder Elementary School
Amazing Minds Academy
AntFarm
Asian Pacific American Network of Oregon
August Wilson Red Door Project
Banks School District
Basic Rights Education Fund
Beaverton City Library
Beaverton Education Foundation
Beaverton School District
Bienestar
Bridge Meadows
CAIRO
Camp Fire Columbia
CASH Oregon
Causa
Centro Cultural de Washington County
Children First for Oregon
Children's Institute
City of Beaverton
City of Forest Grove
City of Tigard
City of Tualatin
Clackamas County Social Services
Clackamas Service Center
Clackamas Women's Services
Coalition of Communities of Color
Community Action of Washington County
Community Cycling Center
Community Housing Resource Center
Council for the Homeless
Domestic Violence Safe Dialogue
Elevate Oregon
Faubion Elementary School
Forest Grove School District
Friends of the Children
Gaston School District
Hacienda CDC
Healthy Living Collaborative
Hillsboro School District
Home Forward
Human Solutions
"I Have a Dream" Foundation
Immigrant and Refugee Community Organization
Impact NW
Innovative Changes
Iraqi Society of Oregon
KairosPDX
Labor's Community Services Agency
Lakewood Center for the Arts
Latino Network
Lifeworks Northwest
Metropolitan Family Service
Milagro Theatre
Mill Park Elementary School
Momentum Alliance
Morrison Child and Family Services
Mount Hood Community College Head Start
MRG Foundation
NAMI Southwest Washington

Native American Youth and Family Center
Neighborhood House
Nonprofit Association of Oregon
Northwest Down Syndrome Association
Northwest Housing Alternatives
Open School
Oregon Child Development Coalition
Oregon Korean School
Oregon Native American Chamber
Pandora
PAXES
Portland Community Reinvestment Initiatives
Project Access NOW
Reading Results
REAP Inc.
Salvation Army
Second Step Housing
Self Enhancement, Inc.
Shaver Elementary School
Sherwood School District
Sista Sistah
Somali Bantu Community Association of Oregon
Stand for Children
Start Making a Reader Today (SMART)
The Blueprint Foundation
Tigard-Tualatin School District
Todos Juntos
Unite Oregon
Urban League of Portland
Verde
Village Childcare
Virginia Garcia Memorial Foundation
Welcome Home Coalition
Women's Foundation of Oregon
YMCA of Columbia-Willamette
Youth Contact
YWCA Clark County

COORDINATING PARTNERS

All Hands Raised
Bienestar
Boys and Girls Clubs of Portland Metropolitan Area
CASA for Children of Multnomah, Washington and Columbia Counties
Centennial School District
Center for Equity and Inclusion
Child Care Resource and Referral of Multnomah County
Children's Book Bank
Clackamas Early Learning Hub
Clackamas Service Center
Columbia Regional Program
Community Partners for Affordable Housing
David Douglas School District
Dress For Success Oregon
El Programa Hispano Católico
Friendly House
Friends of Multnomah County Library
Good Neighbor Center
Gresham-Barlow School District
Health Share of Oregon
HomePlate Youth Services
Innovative Changes
Insights Teen Parent Program

Kateri Park
Kinship House
Mother & Child Education Center
Multnomah County Health Department
Multnomah County Mental Health and Addiction Services
Multnomah Early Childhood Program
Multnomah Education Service District
Neighborhood House
Neighborhood House Head Start
Northeast Emergency Food Program
Northwest Children's Outreach
Northwest Health Foundation
Northwest Regional Educational School District
OHDC YouthSource
Oregon Department of Human Services
Oregon Food Bank
Oregon Housing and Community Services
Oregon Somali Family Services
p:ear
Parkrose School District
Portland Children's Levy
Portland Police Bureau Sunshine Division
Portland Public Schools
Portland State University School of Social Work
REACH Community Development
Reynolds School District
Saint Timothy Lutheran Church
Schoolhouse Supplies
SnowCap Community Charities
Social Venture Partners
Vision Action Network
Volunteers of America Family Relief Nursery
Washington County Cooperative Library Services
Washington County Women, Infants and Children Program
Wisdom of the Elders, Inc.

FUNDING PARTNERS*

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*Businesses, foundations and individuals who have contributed a cumulative total of \$25,000 or more to support our commitment to break the cycle of childhood poverty.