

Eastside Pathways



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Throughout the 2015-2016 Bellevue Human Services Needs Update, there are a number of references to Eastside Pathways and Collective Impact. The following is an overview of Eastside Pathways and the Collective Impact model. Eastside Pathways is making significant strides within the Bellevue School District and out-of-school services through the use of 52 member partnership. Included is the description of the City of Bellevue's role as it interacts with Eastside Pathways' initiatives and the greater community.

What is Eastside Pathways?

Eastside Pathways was founded in 2011 to mobilize the community to support every child, step by step, from cradle to career. Eastside Pathways consists of a backbone organization that is a 501c3 with a board of directors and a partnership of over 50 organizations and several individuals. Eastside Pathways' work is based on the collective impact model and it is part of the StriveTogether Network which consist of sixty-four communities throughout the nation. StriveTogether supports communities using the collective impact approach.

What is Collective Impact?

Formalized by an [article](#) in the *Stanford Social Innovation Review*, collective impact initiatives are distinctly different than collaborations. The goal of organizing in this way is to mobilize the entire community, leverage resources to get to faster results. It's a proven model to bring organizations together for social change. As outlined in a 2011 white paper, based on work started in Cincinnati in 2006, collective impact initiatives involve a centralized infrastructure, a dedicated staff, and a structured process made of up 5 conditions:

- Agreement to a common goal.
- Agreement to track progress in the same way.
- Agreement to do what each does best while identifying new ways to work together to accelerate change across systems.

- Have consistent communications.
- Have skilled & dedicated resources, to simplify – a backbone organization that supports ongoing efforts.

Cincinnati saw an ongoing effort to improvement and continues to use this model with great success. The StriveTogether Network model that Eastside Pathways follows has four pillars:

- shared community vision
- evidence based decision making
- collaborative action
- and investment and sustainability.

What are Eastside Pathways' Goals?

- **Healthy Start:** Every child has a healthy start.
- **Academic & Work Success:** Every child is prepared for academic and work success.
- **Mental & Physical Health & Safety:** Every child attains optimal mental and physical health and safety.
- **Social & Emotional Skills:** Every child develops social and emotional skills for life effectiveness.
- **Parent & Family Support:** Parents and significant adults are supported in their efforts to help their child succeed.
- **Community Involvement:** The community plays an active role in the success of its children.

Organizational Chart

Eastside Pathways is the backbone organization for the Bellevue initiative, and structured to align the efforts of partner organizations to drive collective impact. In particular, as the backbone organization, Eastside Pathways works to keep a minimum staff and focus the majority of work from a community volunteer base. The model's effectiveness relies upon partner organization capacity and willingness to step up and lead the work, since the backbone is intentionally small and lean. It is a priority for the backbone not to compete with

partners for funding. The partnership work chart in Figure 1 shows the general structure of Eastside Pathways as of February 2015.

Eastside Pathways' first project as a partnership is the Campaign for Grade-Level Reading. The goal for this project, which aligns with the Bellevue School District's Strategic Plan, is to have all third graders reading at grade level by 2016. There are three data-driven strategies in this area: school readiness, summer and extended learning, and attendance which are organized into collaboratives to accomplish specific tasks.

Work Groups also known as Collaboratives

The **School Readiness Collaborative** is focused on collectively improving early learning outcomes for children from birth to the first day of kindergarten. Meeting topics have included ways that organizations and government agencies can work together to help our children be ready for school, ways to help support parents as they travel the early learning journey with their children, and ways to help the community understand what it means to be "school ready."

The **Summer and Extended Learning Collaborative** is focused on improving opportunities for youth during the summer and after school. Meeting topics have included expanding the number of opportunities for low-income and high-risk students while working with organizations to create a comprehensive full-day summer program. In addition, the group is looking for additional partners, including businesses, who can offer enriching experiences like field trips, classroom presentations, and internships.

The **Absenteeism/Attendance Collaborative** is focused on school campaigns that encourage attendance and discourage tardiness. These include making parents aware of the importance of having their children at school on time and ready to learn. A good attendance challenge will recognize students with zero unexcused tardies and zero unexcused absences is being piloted.

Other Workgroups:

- **Eastside Racial Equity Team:** EP's Racial Equity Team reviews all EP initiatives and proposals with an equity lens to ensure that all of the appropriate community groups have had an opportunity to weigh in on an initiative and/or proposal. In particular, it ensures that none of EP's work products make mis-assumptions about targeted populations.
- **Data Council:** Still in the early stages of development, the Data Council is the data strategy body for the partnership. Its responsibilities may include identifying and refining metrics of success, facilitating data sharing across partners, and fostering a culture of data use within the partnership.
- **Partner Leadership Committee:** The Partner Leadership Committee launched in December 2014 as a decision-making and accountability body for the partnership. It is comprised of executive-level staff from cross-sector partner organizations.
- **Business Engagement Group:** Eastside Pathways' first business partner signed on in spring 2014 which was the springboard for the start of the Business Engagement Group. The group provides awareness and education to the business community on identified gaps and needs. Through ongoing partnerships, they create opportunities for action and involvement by plugging in business connections for impactful results to support all children in the community.
- **Mental and Physical Health and Safety/Social-Emotional Learning (MPHS/SEL):** This new work group began meeting in fall 2014. The MPHS/SEL Work Group is focused on developing a system by which to assess what are the risk factors and needs of BSD students in the above areas due to the increasing data on mental health and substance abuse issues, and develop appropriate interventions in the community to address these issues.
- **College and Career Readiness Initiative:** Formerly called 4th Plus, this initiative launched in early 2015 after approval by the Partner Leadership Committee. The initiative includes the new Transitions and Career Pathways collaboratives.

Examples of Eastside Pathways Activities

Community Cafes: A Café is a community conversation hosted by parents and/or community leaders with the support of community partners. The purpose is to create opportunities for community organizations to develop authentic, respectful relationships with community members. There have been over a dozen community cafes hosted in 2015, including:

- Highland Middle School: parents discussed how having a laptop at home has changed their families
- Eastside Latino Leadership Forum, Jubilee REACH, Bellevue LifeSpring, and Bellevue School District PTSA: this was the first Spanish Café. Participants discussed what “community” means in the Latino culture, what works well in the community and how the community can be improved.
- The Asian Pacific Islander youth in the Bellevue School District: students shared their own experiences in regard to identity and their future plans.

Eastside Pathways Scorecard

Eastside Pathways’ work is data-driven. Six goals identified by the community have already been mentioned. Dozens of potential indicators to measure progress were discussed and a few were selected. A data team, comprised of backbone and partner staff, chose a subset of these indicators to track progress toward our goals. Each indicator comes from a trusted source and is reliably available at the community level. As they identify more sources of data, additional indicators will be included.

Figure 2 provides a snapshot of the core indicators in the three years since Eastside Pathways began. It aligns with the partnership’s shared long-term goals. It does not reflect the full extent of work currently underway. As of the 2013-14 school year, collective work had focused mostly on third grade reading.

““What is Collective Impact? Collective Impact is the commitment of a group of important actors from different sectors to a common agenda for solving a specific social problem”~ J. Kania, M. Kramer (Winter 2011)

Eastside Pathways Organizational Chart

Updated February 2015

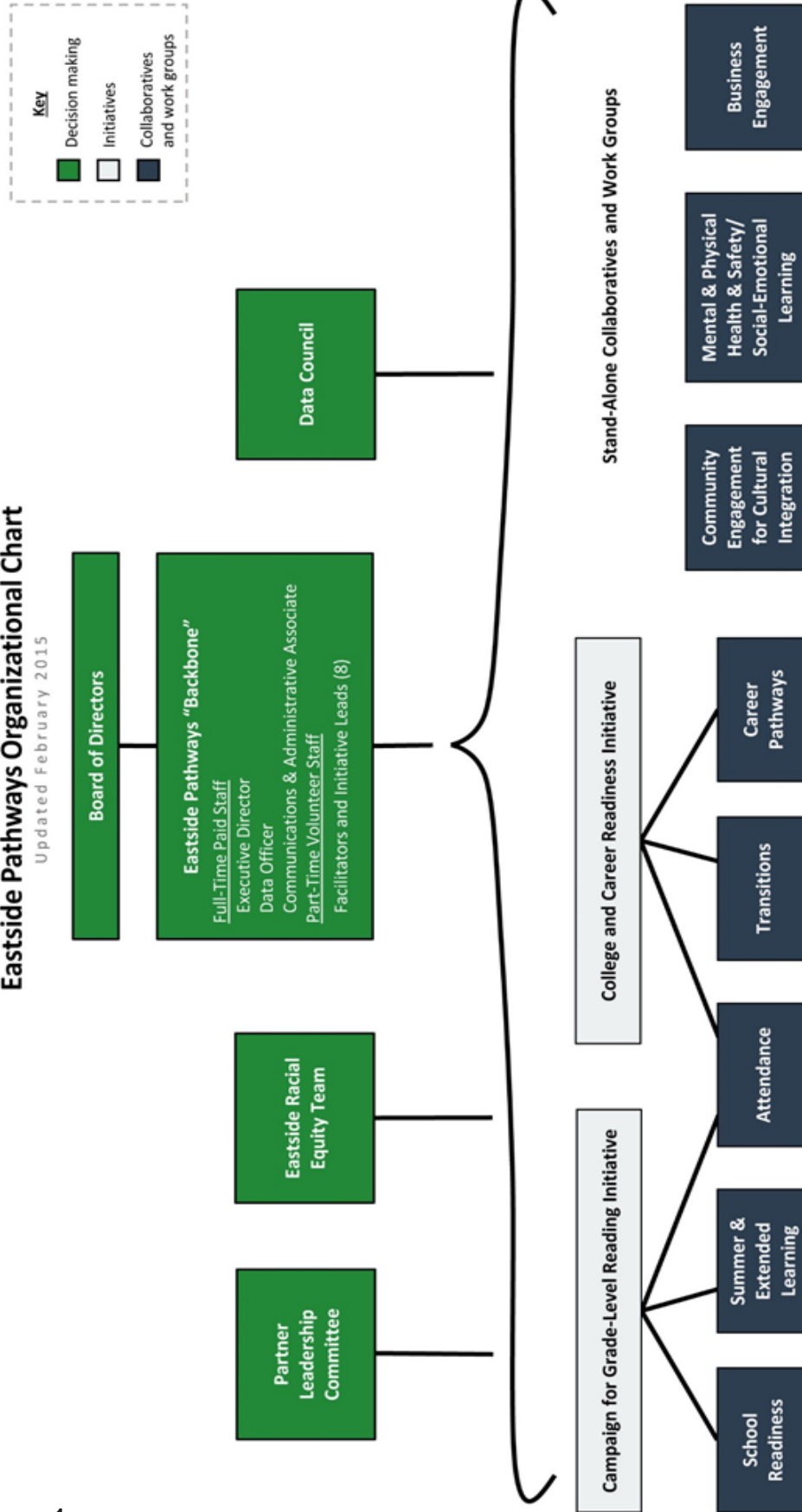


Figure 1

Summary of Eastside Pathways Core Indicators					
GOAL AREAS	CORE INDICATORS	2011-12	2012-13	2013-14	
Areas we seek to change/improve	Outcome measures directly tied to our goals and used to assess the effectiveness of collective efforts	Baseline level for future comparisons		New data in this scorecard	
Healthy Start	Births with early or adequate prenatal care	72.6% (2009-2011)	68.6% (2010-2012)	65.8% (2011-2013)	
	Percent of kindergartners with complete immunizations	86.2%	89.1%	80.9%	
	Child care programs in Bellevue at a Quality Level of Excellence	--	0	6 (Nov. 2014)	
Academic and Work Success	Kindergarten Readiness (TBD)				
	3 rd grade reading* <i>Measure 1: MSP</i>	83.0%	85.6%	87.9%*	
	<i>Measure 2: STAR</i>	--	87.6%	91.4%	
	High school graduation	91.0% (2011)	91.8% (2012)	88.9% (2013)	
	Postsecondary credential within five years	50.0% (‘04 HS grads)	47.2% (‘05 HS grads)	49.7% (‘06 HS grads)	
	Career Readiness (TBD)				
Mental and Physical Health and Safety	<i>Grade</i>	<i>6</i>	<i>8</i>	<i>10</i>	<i>12</i>
	60 minutes of daily physical activity	30%	33%	19%	18%
	Alcohol use among teens & young adults	~0	7%	18%	42%
		(2012 results - Survey given every two years)			
Social and Emotional Skills	TBD				
Parent and Family Support	TBD				
Community Involvement	TBD				
ENVIRONMENTAL INDICATORS		2011-12	2012-13	2013-14	
Rate of homelessness among Bellevue School District students		9.9 per 1,000 students	10.1 per 1,000 students	12.6 per 1,000 students	
Percent of students eligible for free or reduced-price meals		21.6%	20.1%	19.6%	
Rate of child abuse and neglect in accepted referrals to Child Protective Services		17.8 per 1,000 children	16.8 per 1,000 children	16.7 per 1,000 children	
* A Note on Reading Scores: The OSPI-published MSP pass rate of 84.3% in 2013-14 is not comparable to previous years because it does not include the elementary schools that piloted the Smarter Balanced field test in place of the MSP. No Title I schools piloted Smarter Balanced, so Title I schools are overrepresented in official MSP scores that year. The 87.9% reported here includes actual MSP results for the schools that took it (N=10) and the previous year’s MSP scores for schools that did not (N=6). STAR proficiency rates were calculated by converting STAR scale scores to predicted MSP scores. STAR conversions tend to be inflated over how a student would actually perform on the MSP					

Figure 2. Source: Eastside Pathways Scorecard 2013-2014