Dear Friends,

Together over the past year, we have been pursuing lasting social change on the most difficult challenges we face as a community. Poverty, poor health, and lagging educational achievement are not distant issues. They exist here right along the Wasatch Front. 160,000 children in our community face poverty. Together, we are fighting, everyday, to change the odds so all kids can achieve their dreams. We are very proud of the progress we are making alongside dedicated partners, donors, advocates, and volunteers that are working tirelessly to find new solutions to old problems.

Our goals go way beyond short-term charity for a few. Our measures of success show impact for entire schools and entire communities. Lasting change starts by building powerful partnerships around shared goals that impact every child, and every family, in our community.

This report highlights only some of the innovative work that has happened over the past year. Please visit our brand new website at uw.org to learn more, and find out how you can be a force for good in our community.

We give sincere thanks for the generous and continued support that makes this work possible. Together, we are creating long-term change by harnessing the power we collectively have as we strive to solve the most difficult problems we face as a community.

Bill Crim  
President and CEO

Scott Ulbrich  
Chair, Board of Directors

United Way of Salt Lake  
Senior Management Team

facebook/uwsaltlake • twitter@uwsl • blog.uw.org • uw.org
Our mission is to change the world, and it starts in our own backyard. Through partnerships that bring people and organizations together, we’re giving everyone the chance to live their best life.

How do we fight to change the odds?
Together, we build partnerships—in schools and communities, we bring resources together to remove the barriers that kids and families face. We unite schools and neighborhoods around a shared vision, and align big system supports to achieve social change that lasts.

United Way of Salt Lake works in 8 Promise Partnership Communities with nearly 170 Promise Partners in 41 community schools and neighborhood centers to help change the odds for 137,000 low-income kids in 4 school districts.

This year, we worked together with 366 Organizations + 23,427 Donors + 6,985 Volunteers + 26,950 Hours Worked + 7,772 Advocates.

DONOR NETWORKS = 805 Members + $1.9M Invested + 6,522 Volunteer Hours

211 Connected
Get Connected. Get Answers.

83,604 Total Calls
and made 141,866 Referrals
Reducing Summer Learning Loss

The Elementary Reading Network launched its pilot to reduce summer learning loss by integrating summer enrichment programs with great literacy instruction from certified teachers. The results were astounding. Not only did second graders going into third grade NOT experience summer reading loss, they made summer gains.

Grade-Level Reading “Pacesetter”

In 2016, UWSL was recognized by the Campaign for Grade-Level Reading as a Community Solutions Pacesetter.

Changemaker Series

Building on the work of StriveTogether and the Annie E. Casey Foundation, and with a leading investment from Goldman Sachs, the ChangeMaker Series was launched to increase capacity to build collective impact partnerships. This year, nearly 300 individuals from nonprofits, school districts, and government agencies were trained and equipped with the tools necessary to create impact on outcomes in their communities.

Legislative Wins

During the 2017 General Session, an additional $1 million was invested in the Partnerships for Student Success grant program, bringing the program up to $3 million in ongoing funds to support cross-sector partnerships focused on ensuring students have the support they need to be successful. UWSL also secured $650,000 in ongoing funds to connect Utahns in need or in crisis to vital health and human resources through 2-1-1.

A New UW.ORG

In May, UWSL launched a new website! The new uw.org is an engaging tool to help our community both understand the work of United Way of Salt Lake and get involved in creating lasting social change.

“Sustaining Gateway” Recognition

UWSL was recognized by the Strive Together Network as one of 38 “Sustaining Gateway” partnerships in the country and is working to be one of the first partnerships to reach “proofpoint.”

Promise Bountiful

Promise Bountiful became our newest community partnership and includes three Title 1 elementary schools. This partnership will bring much needed resources to the students and families in South Davis County. Promise Bountiful is a partnership between Davis School District, Davis County, Bountiful Food Pantry, United Way of Salt Lake, and Davis Community Learning Center.

Reducing Chronic Absence

Because national and local research identifies chronic absence as a strong predictor of lower levels of academic achievement, engaging in a variety of risk behaviors, and ultimately dropping out of school, UWSL has brought together key cross-sector players to take action that will significantly reduce chronic absence in our community’s schools.

Pay for Success

UWSL continues to manage the first “pay for success” transaction in the country to repay its investors, and one of only two that have reached that stage - allowing more than 3,000 children to access high-quality preschool.
UWSL invests donor dollars to create change that lasts. Our measures of success show impact for the schools, communities, and regions where we focus our work. 2016/17 results show that change at this scale is possible!

3RD GRADE READING INCREASES

South Salt Lake is rich with diversity—more than 25 languages are spoken in each of its schools. English language learning students are outperforming the rest of Granite School District in third grade language arts proficiency, a key indicator of future academic success. At Woodrow Wilson Elementary, these students are beating state averages.

South Salt Lake Students Surpassing District and State Benchmarks

8TH GRADE MATH INCREASES

Community School Students Outpacing Peers

At Kearns Jr. High, 74 percent of students live at or near the poverty level and 63 percent are minorities. Despite language barriers and financial barriers, students are outpacing the rest of the district in math proficiency, a predictor of future high school success.

At Kearns High School, 47 percent of students live near the poverty level and 56 percent are minorities. Since 2013, the school has had the largest growth in high school graduation in the state of Utah.

Graduation Rates Improve

Health Outcomes

Access to affordable, quality health coverage and care has increased, due to integration of healthcare into neighborhoods and school to increase accessibility for low-income families.

Substance Abuse Declining in South Salt Lake

Data is a reflection on the entire community, which shares accountability for current realities and future results. It should not be interpreted as evidence of the success or failure of any particular program, organization, sector or population. Data may not be shared, verbally or in writing, with media, funders, or others outside of this setting without written permission.

UW.ORG
Throughout her childhood, Ana lived in homeless shelters or stayed with family friends. Ana’s mother struggled to provide the basics for her family of four while working to gain citizenship. Ana learned early on that “being hungry and scared gives you an utterly real and cold perspective on life.”

Despite their circumstances, Ana’s family did not lose hope. Ana attended a United Way of Salt Lake community school, where she and her family were given access to services that helped move them toward stability.

Now that Ana has graduated high school, she envisions a future of giving back to a community that helped her during tough times. In addition to her strong work ethic, scholarships from United Way of Salt Lake will help her go on to study Political Science in college. Her hope is to work in immigration and constitutional law and help the many families in our community that have a story like hers.

“I love that I will have the opportunity to use my career to protect and speak for the silenced, which is what my mother and my siblings and I were for many years.”

Ana Barinotto, 2017 Hillcrest High School Graduate—Deborah Bayle Scholarship Recipient

COLLECTIVE IMPACT PARTNERS
AmeriCorps
Ability Found
Asian Association of Utah
Big Brothers Big Sisters
Boy Scouts of America, Great Salt Lake Council
Boys and Girls Club
Canyons School District
Catholic Community Services of Utah*
City of South Salt Lake
Comunidades Unidas
Community Education Partnership
Community Nursing Services*
Davis Behavioral Health
Davis School District
English Skills Learning Center
Family Counseling Service of Northern Utah
Family Connection Center*
Family Dental Plan
Granite School District
Guadalupe School
Holy Cross Ministries*
International Rescue Committee
Junior Achievement of Utah
Latinos in Action
Midtown Health Clinic
Park City Foundation
Park City School District/ Park City Education Foundation
People’s Health Clinic
Renee Barinotto
Salt Lake Community Health Centers, Inc - Health Access Project
Salt Lake County Youth Services
United Way of Utah County
University of Utah Reading Clinic
University of Utah School of Dentistry
Utah Community Action *
Utah Health Policy Project*
Utah Partners for Health*
Voices for Utah Children
YMCA of Northern Utah*

COMMUNITY SUPPORT PARTNERS
AAA Fair Credit Foundation*
Bountiful Community Food Pantry*
Camp Kostopulos
Children’s Service Society of Utah
Christian Center of Park City*
Community Action Partnership of Utah*
Davis County Health Department
DCCAV - Safe Harbor Shelter and Crisis Center
Eye Care 4 Kids
Family Counseling Center
Family Promise - Salt Lake
Family Support Center*
Fit To Recover, Inc.
Helping Hand Association dba The Haven
House of Hope
Intermountain Specialized Abuse Treatment Center (ISAT)
Jewish Family Service*
Legal Aid Society of Salt Lake
Malheur Free Clinic*
Midvale Community Building Community Inc.*
Mountainlands Community Housing Trust
National Alliance on Mental Illness Utah*
Neighborhood House Association
Odyssey House, Inc. - Utah
Peace House, Inc.
Pioneer Adult Rehabilitation Center
Polizzi Foundation
Project Reality
Rape Recovery Center
Salt Lake Donated Dental Services
South Valley Services
The Children’s Center
The INN Between
The Road Home*
The Salvation Army, a California Corporation
The Sharing Place
TURN Community Services, Inc.
Utah AIDS Foundation
Utah Food Bank
Utah Health and Human Rights Project
Utah Legal Services
Utah Nonprofits Association
Utah Office of Guardian ad Litem/CASA
Utah Valley University
Utah’s Against Hunger
Valley Mental Health dba Valley Behavioral Health
Volunteers of America, Utah
Wasatch Community Gardens
Wasatch Homeless Health Care, Inc (Fourth Street Clinic)
YWCA of Utah*

* Both Collective Impact/Community Support Partners

UWSL works with dozens of other public, nonprofit and private sector partners through our community school, neighborhood, and regional Promise Partnerships. For a complete list, visit uw.org.
### 2016 Financials

<table>
<thead>
<tr>
<th>Revenue – $15.5M</th>
<th>Community Fund ($9.2M)</th>
<th>Major Gifts and Grants ($5.5M)</th>
<th>Sponsorships ($464K)</th>
<th>Investment Returns ($146K)</th>
<th>Other Revenue ($220K)</th>
</tr>
</thead>
<tbody>
<tr>
<td>59%</td>
<td>35%*</td>
<td>3%</td>
<td>1%</td>
<td>2%</td>
<td></td>
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</table>

### Community Investments and Expenditures - $15.6M

<table>
<thead>
<tr>
<th>Programs, Community Collaboration, and Impact Goals ($9.9M)</th>
<th>Donor Designations to Other Nonprofit Organizations ($2.5M)</th>
<th>Fund Development ($2.2M)</th>
<th>Management and General ($1M)</th>
</tr>
</thead>
<tbody>
<tr>
<td>63%</td>
<td>16%</td>
<td>14%</td>
<td>7%</td>
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### Balance Sheet

<table>
<thead>
<tr>
<th>Liabilities</th>
<th>Net Assets</th>
<th>Total Assets</th>
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</thead>
<tbody>
<tr>
<td>$6,332,853</td>
<td>$23,576,965</td>
<td>$29,909,818</td>
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</tbody>
</table>

*Total Revenue of $15.5M and Major Gift percentage of 35.4% reflect payments made on multi-year pledges (major gift donations) recorded in prior years. For complete audited financial statements visit UW.ORG

Charity Navigator rates UWSL 100 out of 100—a 4-star rating for exceptional transparency and accountability, exceeding industry standards. Better Business Bureau concluded that United Way of Salt Lake meets all 20 standards for charity accountability, making UWSL a BBB Accredited Charity.

### Board of Directors

<table>
<thead>
<tr>
<th>Name</th>
<th>Title/Position</th>
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</thead>
<tbody>
<tr>
<td>Scott Ulbrich*</td>
<td>Financial Advisor, Baird</td>
</tr>
<tr>
<td>Michael Anglin</td>
<td>Director of Enterprise Sales Support, UPS</td>
</tr>
<tr>
<td>Cathy Angstman</td>
<td>Senior VP and Financial Advisor, Morgan Stanley Wealth Management</td>
</tr>
<tr>
<td>Kirk Aubry</td>
<td>President and CEO, Savage Services</td>
</tr>
<tr>
<td>Mayor Jackie Biskupski</td>
<td>Salt Lake City</td>
</tr>
<tr>
<td>Mark Bouchard*</td>
<td>Senior Managing Director, CBRE</td>
</tr>
<tr>
<td>Jake Boyer*</td>
<td>President &amp; CEO, The Boyer Company</td>
</tr>
<tr>
<td>Christine Buckley</td>
<td>VP, Finance and Business Transformation, Swire Coca-Cola, USA</td>
</tr>
<tr>
<td>David Buhrer</td>
<td>Commissioner of Higher Education, Utah System of Higher Education Board of Regents</td>
</tr>
<tr>
<td>Mona Burton*</td>
<td>Partner, Holland &amp; Hart LLP</td>
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<tr>
<td>Rebecca Chavez-Houck</td>
<td>Utah House of Representatives</td>
</tr>
<tr>
<td>Bill Crim*</td>
<td>President and CEO, United Way of Salt Lake</td>
</tr>
<tr>
<td>Jennifer Danielson</td>
<td>President, Utah Market Regence BlueCross BlueShield of Utah</td>
</tr>
<tr>
<td>Stephen Earl</td>
<td>Vice President and General Manager, Aerospace Structures Division, Orbital ATK Flight Systems</td>
</tr>
<tr>
<td>Jose Enriquez</td>
<td>Executive Director/Founder, Latinos in Action</td>
</tr>
<tr>
<td>Jorge A. Fierro</td>
<td>CEO, The Fierro Group Inc.</td>
</tr>
<tr>
<td>Jay Francis</td>
<td>Executive Vice President, Corporate Affairs &amp; Miller Family Philanthropy</td>
</tr>
<tr>
<td>Kieu Frisby</td>
<td>Managing Director, Goldman, Sachs &amp; Co.</td>
</tr>
<tr>
<td>Laren Gertsch</td>
<td>Sr. Advisor to VP and GM, Williams-Northwest Pipeline</td>
</tr>
<tr>
<td>Terry Grant</td>
<td>Utah Market President, KeyBank N.A.</td>
</tr>
<tr>
<td>Alex Guzman</td>
<td>President, LaGALERIA-The Art of Hispanic Marketing</td>
</tr>
<tr>
<td>Neil Hafer</td>
<td>Vice President/General Manager, Enterprise Holdings, Inc.</td>
</tr>
<tr>
<td>Speaker Greg Hughes</td>
<td>Utah House of Representatives</td>
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<tr>
<td>Merlin Jensen</td>
<td>Area Vice President of Operations, Comcast</td>
</tr>
<tr>
<td>Paula Green Johnson*</td>
<td>Community Advocate, Gencom, Inc.</td>
</tr>
<tr>
<td>Mike Kirby</td>
<td>Sales and Marketing Manager, Gencom, Inc.</td>
</tr>
<tr>
<td>Colleen Larkin Bell</td>
<td>Vice President and General Manager, Dominion</td>
</tr>
<tr>
<td>Jeff Larsen*</td>
<td>Vice President-Regulation, Rocky Mountain Power</td>
</tr>
<tr>
<td>Peggy Larsen</td>
<td>Senior Vice President-Marketing, WCF Insurance</td>
</tr>
<tr>
<td>LeeAnne Linderman*</td>
<td>EVP, Enterprise Retail Banking, Zions Bancorporation</td>
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<tr>
<td>Tom Love*</td>
<td>President, Love Communications</td>
</tr>
<tr>
<td>Jane Marquardt</td>
<td>Vice Chair, Management &amp; Training Corporation</td>
</tr>
<tr>
<td>Mayor Ben McAdams</td>
<td>Salt Lake County</td>
</tr>
<tr>
<td>Kris Mecham</td>
<td>Director of Community Support Services, The Church of Jesus Christ of Latter-day Saints</td>
</tr>
<tr>
<td>Katherine Miller*</td>
<td>Trustee, The Mark &amp; Kathy Miller Foundation</td>
</tr>
<tr>
<td>John Milliken*</td>
<td>President, Microm, Inc.</td>
</tr>
<tr>
<td>Mikelle Moore</td>
<td>VP, Community Benefit, Intermountain Healthcare</td>
</tr>
<tr>
<td>Sean Mulvihill, M.D.</td>
<td>CEO, Medical Group, AVP for Clinical Affairs, University of Utah Health Care</td>
</tr>
<tr>
<td>Michael Petrogeorge</td>
<td>Shareholder, Parsons Behle &amp; Latimer</td>
</tr>
<tr>
<td>Kevin Potts*</td>
<td>Vice President and CEO, Union Pacific Railroad Employees, Health Systems</td>
</tr>
<tr>
<td>Mike Rasmussen</td>
<td>Director Marketing Services, Williams-Northwest Pipeline</td>
</tr>
<tr>
<td>Kevin Salmon</td>
<td>Vice President, Sales, O.C. Tanner</td>
</tr>
<tr>
<td>Sean Slatter*</td>
<td>President and CEO, Logistic Specialties, Inc.</td>
</tr>
<tr>
<td>Tanya Vea</td>
<td>VP and General Manager, KSL Media Group</td>
</tr>
<tr>
<td>Ruth Watkins</td>
<td>Sr. Vice President for Academic Affairs, University of Utah</td>
</tr>
<tr>
<td>Heidi Walker</td>
<td>Chief Operating Officer, Salt Lake Chamber</td>
</tr>
<tr>
<td>Linda Wardell</td>
<td>General Manager, City Creek Center, The Taubman Company, LLC</td>
</tr>
<tr>
<td>Senator Todd Weiler</td>
<td>Utah State Senate</td>
</tr>
<tr>
<td>Michael Weinholdt</td>
<td>Executive Chairman, CHG Healthcare Services</td>
</tr>
<tr>
<td>Thomas Wright</td>
<td>President, Summit Sotheby's International Realty</td>
</tr>
<tr>
<td>Craig Zollinger*</td>
<td>Managing Director, Utah-Idaho Region, JPMorgan Chase Bank, N.A.</td>
</tr>
</tbody>
</table>

* 2016-17 Executive Committee Members
Changing the Odds
Campaign Investors

The following visionary donors have made the commitment to help change the odds by investing generously to support children and families in our Promise Partner communities.

$5,000,000 +
Daniels Fund

$2,000,000 +
The Church of Jesus Christ of Latter-day Saints
The Mark and Kathie Miller Foundation

$1,000,000 +
Anonymous
George S. and Dolores Doré Eccles Foundation
Ken C. and Carolyn Gardner Family
Jon and Karen Huntsman
Intermountain Healthcare
Larry H. and Gail Miller Family Foundation
Savage
The Weinholtz Family Foundation

$500,000 and above
The Boyer Company
JPMorgan Chase
Peter M. and Paula Green Johnson
Sorenson Impact Foundation
Utah Department of Workforce Services
Zions Bank

$250,000 and above
Cambia Health Foundation
Thomas and Candace Dee Family Foundation
Goldman Sachs
Questar
Salt Lake County
Siemer Institute for Family Stability
Workers Compensation Fund Insurance

$100,000 and above
Jennifer P. Speers
KeyBank and KeyBank Foundation
John and Anne Milliken
University of Utah Hospitals and Clinics
Wells Fargo

An additional 63 individuals, couples, and organizations have made significant investments

Community Champions

Community Champions are organizations that hold employee workplace campaigns and have a combined employee and corporate per capita gift of $100 or more—including employee, corporate, sponsorships, and in-kind donations.

See all our 2016-2017 Community Champions at UW.ORG/Champions

Cornerstone Partners

The following generous and committed corporations and foundations direct resources toward underwriting our cost of doing business.

$100,000 and above

$50,000 - $99,999

$25,000-$49,999

$10,000-$24,999

$5,000-$9,999

UP TO $4,999