

Annual Report



2016-2017



United Way of Salt Lake

Mission

We build powerful partnerships that achieve lasting social change.

Vision

We envision an inclusive community where all people achieve their human potential through education, financial stability, and healthy lives.

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

Bill Crim _____ President and CEO
Chiara Cameron _____ 2-1-1 Managing Director
Nathan Clark _____ Chief Development Officer
Stacey Earle _____ Vice President of Human Resources and Administration
Scott McLeod _____ Vice President of Collective Impact Partnerships
Danya Pastuszek _____ Chief Operating Officer
Lynn Sims _____ Chief Financial Officer
Jerilyn Stowe _____ Chief Marketing and Engagement Officer



There is
Something Special
happening here.

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

2-1-1 Utah
Get Connected. Get Answers.

Connected



83,604

Total Calls

and
made

141,866

Referrals





Bright SPOTS

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



\$1 MILLION

invested in Partnerships
for Student Success

\$650,000

secured in ongoing
funds for



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.



2016/17 Results

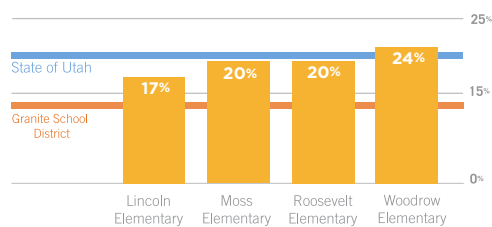
UWSL invests donor dollars to create change that lasts. Our measures of success show impact for the schools, communities, and regions where we focus our work. 2016/17 results show that change at this scale is possible!



3RD GRADE READING INCREASES ↑

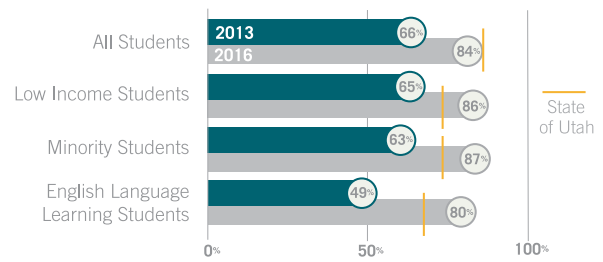
South Salt Lake is rich with diversity—more than 25 languages are spoken in each of its schools. English language learning students are outperforming the rest of Granite School District in third grade language arts proficiency, a key indicator of future academic success. At Woodrow Wilson Elementary,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

South Salt Lake Students Surpassing District and State Benchmarks



GRADUATION RATES IMPROVE ↑

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.



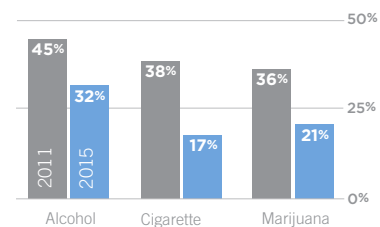
Source: SY 2013 and SY 2016 High School Graduation, USBE



HEALTH OUTCOMES

Substance Abuse Declining in South Salt Lake

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.



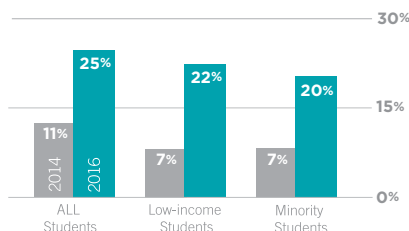
Source: 2011 and 2015 SHARP Survey

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.



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.



Source: SY 2014 and SY 2016 SAGE, 8th Grade Math, USBE



Ana's STORY

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

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."

Promise 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.

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
Roseman University of Health Sciences
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*

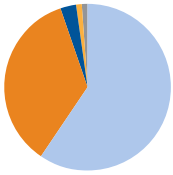
COMMUNITY SUPPORT PARTNERS

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
Maliheh 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

2016 Financials



*Revenue - \$15.5M

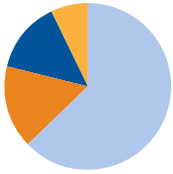
59%
Community
Fund (\$9.2M)

35%*
Major Gifts and
Grants (\$5.5M)

3%
Sponsorships
(\$464K)

1%
Investment
Returns (\$146K)

2%
Other Revenue
(\$220K)



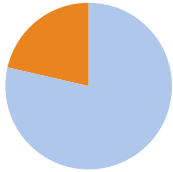
Community Investments and Expenditures - \$15.6M

63%
Programs, Community
Collaboration, and
Impact Goals (\$9.9M)

16%
Donor Designations
to Other Nonprofit
Organizations (\$2.5M)

14%
Fund Development
(\$2.2M)

7%
Management and
General (\$1M)



Balance Sheet

\$6,332,853
Liabilities

\$23,576,965
Net Assets

\$29,909,818
TOTAL ASSETTS

*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.



2016-17

Board of Directors

Scott Ulbrich*
Financial Advisor
Baird

Chair, Board of Directors
United Way of Salt Lake

Michael Anglin
Director of Enterprise Sales Support
UPS

Cathy Angstman
Senior VP and Financial Advisor
Morgan Stanley Wealth Management

Kirk Aubry
President and CEO
Savage Services

Mayor Jackie Biskupski
Salt Lake City

Mark Bouchard*
Senior Managing Director
CBRE

Jake Boyer*
President & CEO
The Boyer Company

Christine Buckley
VP Finance and Business Transformation
Swire Coca-Cola, USA

David Buhler
Commissioner of Higher Education
Utah System of Higher Education
State Board of Regents

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Utah House of Representatives

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Larry H. Miller Group of Companies

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Northwest Pipeline
Williams-Northwest Pipeline

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KeyBank N.A.

Alex Guzman
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laGALERIA-The Art of
Hispanic Marketing

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Vice President/General Manager
Enterprise Holdings Inc.

Speaker Greg Hughes
Utah House of Representatives

Merlin Jensen
Area Vice President of Operations
Comcast

Paula Green Johnson*
Community Advocate

Mike Kirby
Sales and Marketing Manager
GENCOMM, Inc.

Colleen Larkin Bell
Vice President and General Manager
Dominion

Jeff Larsen*
Vice President-Regulation
Rocky Mountain Power

Peggy Larsen
Senior Vice President-Marketing
WCF Insurance

LeeAnne Linderman*
EVP, Enterprise Retail Banking
Zions Bancorporation

Tom Love*
President
Love Communications

Jane Marquardt
Vice Chair
Management & Training Corporation

Mayor Ben McAdams
Salt Lake County

Kris Mecham
Director of Community Support Services
The Church of Jesus Christ
of Latter-day Saints

Kathie Miller*
Trustee
The Mark & Kathie Miller Foundation

John Milliken*
President
Milcom, Inc.

Mikelle Moore
VP, Community Benefit
Intermountain Healthcare

Sean Mulvihill, M.D.
CEO, Medical Group
AVP for Clinical Affairs
University of Utah Health Care

Michael Petrogeorge
Shareholder
Parsons Behle & Latimer

Kevin Potts*
Vice President and COO
Union Pacific Railroad Employees
Health Systems

Mike Rasmuson
Director Marketing Services
Williams-Northwest Pipeline

Kevin Salmon
Vice President, Sales
O.C. Tanner

Sean Slatter*
President and CEO
Logistic Specialties, Inc.

Tanya Vea
VP and General Manager
KSL Media Group

Ruth Watkins
Sr. Vice President for Academic Affairs
University of Utah

Heidi Walker
Chief Operating Officer
Salt Lake Chamber

Linda Wardell
General Manager, City Creek Center
The Taubman Company, LLC

Senator Todd Weiler
Utah State Senate

Michael Weinholtz
Executive Chairman
CHG Healthcare Services

Thomas Wright
President
Summit Sotheby's
International Realty

Craig Zollinger*
Managing Director, Utah-Idaho Region
JPMorgan Chase Bank, N.A.

* 2016-17 Executive
Committee Members

Thank You to our generous sponsors

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
Kem C. and Carolyn Gardner Family
Julianne Gardner Arnell and Weston Arnell, Susan Gardner Folau and Sitani Folau, Andrew Barnes
Gardner and Angela Gardner, Christian Kem Gardner and Marie Gochmour Gardner,
Matthew Lincoln and Amy Gardner, Kimberly Gardner Martin and JT Martin
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

Comcast
GE Healthcare
Hexcel Corporation
Jacobsen Construction Company, Inc.
KSL Broadcast Group
Orbital ATK Flight Systems
UPS
Utility Trailer Manufacturing Co.
Wells Fargo Bank

\$10,000-\$24,999

Cargill, Inc. Industrial Salt Division
Deluxe Corporation
Edwards Lifesciences
Emma Eccles Jones Foundation
Kern River Gas Transmission Company
Parsons Behle & Latimer
Regence BlueCross BlueShield of Utah
Swire Coca-Cola, USA
TD Williamson Global Pipeline Integrity
U.S. Bank

\$5,000-\$9,999

Nationwide Insurance
Synchrony Financial
Target Stores, Inc.
Utah Metal Works, Inc.
Zachry Group

UP TO \$4,999

AcuSport
Ash Grove Cement Company
Beneficial Financial Group
Best Buy Retail District 57
Bonneville Communication
Border States Electric
CenturyLink
Chevron USA, Inc.
Cirris Systems Corporation
Deseret Book
Deseret Digital Media
Deseret News Publishing
Deseret Management Corporation
First National Bank of Layton
Macy's, Inc.
M H T N Architects, Inc.
PEGUS Research
Reaveley Engineers & Associates, Inc.
Rockwell Collins
Sabol & Rice, Inc.
Sweet Candy Company
Temple Square Hospitality Corp.