DEAR FRIENDS,

CHANGING THE ODDS. Over the past year, these words have motivated us to work harder than we ever have before. They have guided our work, increased our determination, and spurred our desire to make changes in our community that have only been dreamed of before now.

To change the odds means to level the playing field, so that every child has the same chance to succeed in school and in life. We know we can do more than help one child beat the odds. Together, through our Promise Partnerships, we are changing the odds for entire communities. Our goal is to create self-reliance by ensuring that every child succeeds, every step of the way, from cradle to career. As we look back over the last year, we are awestruck by the changes we have experienced as an organization. We embarked upon our most ambitious period of growth and transformation and surpassed even our own expectations.

In January, we launched our Changing the Odds major gifts campaign. Our goal was to raise $12 million by 12-12-12. We crushed that goal as leading philanthropists and corporations in our community stepped up to support this historic work and helped us raise $14.5 million. This is above and beyond the nearly $11 million that we raised through our traditional revenue sources. As we tell our story and engage the community in our work, it is exciting to see that so many people and organizations share this vision and are inspired by the possibilities of what we can accomplish together.

Due to the unprecedented success of the Changing the Odds campaign, we are gearing up much more quickly than we previously thought we could and are putting more resources into our Promise Partnerships in Clearfield, Kearns, Park City, Salt Lake City, South Salt Lake, and West Valley. We are also developing a new Promise Partnership in Midvale, where we are working with Canyons School District, Midvale City and other partners to expand our work.

The work that is happening in our Promise Partnerships and in our Neighborhood Centers is truly life-changing. So many partners have come together with a common agenda to transform the lives of kids and families in their communities.

And, together, we are getting great results! The achievement gap in math and reading has completely closed for low-income students who participated in Granite School District’s high-quality preschool program. These kids are now on track with their peers. We have seen kids and families receive medical care that they never would have received before, including immunizations needed to start school. Juvenile crime rates have been reduced because kids are at Neighborhood Centers after school when they might otherwise get into trouble.

None of this can be accomplished on our own. We have a visionary and courageous Board of Directors and staff, and many donors, partners, and volunteers who have committed to join us in our promise to change the odds. So many have embraced and supported new, progressive ideas. What we are accomplishing together will transform lives and neighborhoods today and for generations to come.

Thank You!

Sincerely,

Mona Burton
Chair, Board of Directors
Partner, Holland and Hart LLP

Deborah S. Bayle
President and CEO
United Way of Salt Lake

Oquirrh Hills Neighborhood Center and Woodrow Wilson Neighborhood Center

OUR PROMISE
To Change the Odds

OUR PROMISE
United Way of Salt Lake’s promise is to change the odds so all children and their families, regardless of their circumstances, have the same chance to succeed in school and life.

VISION
United Way envisions a community where all individuals and families achieve their potential through education, income stability, and healthy lives:

- Where all children receive a quality education that offers a pathway to a brighter tomorrow
- Where the cycle of poverty and financial dependence ends and more productive lives begin
- Where everyone receives effective health care that improves their quality of life

MISSION STATEMENT
To improve lives and build strong communities by uniting individuals and organizations with the will, passion, expertise, and resources needed to solve problems.

SCAN THIS CODE TO SEE OUR PROMISE VIDEO
COLLECTIVE IMPACT
A Unique Approach to Community Problem Solving

United Way of Salt Lake has embraced a comprehensive approach to solve community problems called Collective Impact. *Collective Impact requires that everyone works together in partnership—businesses, cities, government, schools, churches, foundations and nonprofit organizations—to help every child succeed, every step of the way, from cradle to career.

Together, we work to:

- **Create a vision and set clear, shared goals for the communities where we work**

- **Organize and align all of the resources and programs of a community into strategies that mutually reinforce each other**

- **Target strategies and measure success by sharing data and being mutually accountable for results**

- **Operate in an environment of constant communication and continuous improvement**

Within this framework, United Way of Salt Lake plays a “backbone” role—assuring that these elements are in place and working to guide vision, align strategies, build public will, support shared measurement, mobilize funding, advance supportive public policies, and engage volunteers.

*Mark Kramer and John Kenia, FSG (Stanford Social Innovation Review, Winter 2011)*
Our shared focus is on advancing the education, income, and health of our neighborhoods and communities to ensure every child succeeds, every step of the way, from cradle to career.

Education is the foundation of our work and the most important engine of economic growth and individual financial gain. United Way of Salt Lake and our partners work to improve results in education from cradle to career by focusing on the following goals:

**CRADLE TO KINDERGARTEN**

Infants and toddlers demonstrate age-appropriate development and children enter kindergarten ready to learn.

**KIDS ON TRACK**

Students achieve on grade level in reading, math, and science.

**DESTINATION GRADUATION AND BEYOND**

Students graduate from high school prepared for college or other post-secondary training, enroll in post-secondary education, and graduate or complete their program.

We know that in order to achieve results in education, we must also focus on linking family and community support. This coordinated approach leverages community programs and services so that families can work to support themselves and their children.

**INCOME**

**EARN IT. KEEP IT. SAVE IT.**

Families gain the income and financial tools to thrive.

**HEALTH**

**HEALTHY FOR LIFE**

Children develop healthy behaviors and improve their overall health.

**BASIC NEEDS**

**BASIC NEEDS**

People’s basic needs of food, shelter, health, and safety are met.
PROMISE PARTNERSHIPS
A Shared Commitment to Transform Lives and Communities

Working with dozens of key stakeholders, United Way of Salt Lake has formed nine “Promise Partnerships.”

These partnerships have made a shared promise to work together to find new and innovative ways to address challenges and find solutions. This commitment, or promise, not only requires deep cross-sector Collective Impact collaboration, but also a plan for supporting children and families from cradle to career.

IN OUR PROMISE PARTNER NEIGHBORHOODS AND COMMUNITIES:

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<thead>
<tr>
<th>UWSL PROMISE PARTNERSHIPS</th>
<th>STATE AVERAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adults without health insurance</td>
<td>33%</td>
</tr>
<tr>
<td>Children without health insurance</td>
<td>34%</td>
</tr>
<tr>
<td>Adults unable to get healthcare due to cost</td>
<td>30%</td>
</tr>
<tr>
<td>Adults who have fair or poor health</td>
<td>29%</td>
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<tr>
<td>Proficient in language arts</td>
<td>47%</td>
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<tr>
<td>Proficient in math</td>
<td>36%</td>
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<table>
<thead>
<tr>
<th>UWSL PROMISE PARTNERSHIPS</th>
<th>STATE AVERAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proficient in science</td>
<td>45%</td>
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<tr>
<td>Adults (25+) without a high school diploma (or equivalent)</td>
<td>21%</td>
</tr>
<tr>
<td>Adults (25+) with at least a bachelor’s degree</td>
<td>18%</td>
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<tr>
<td>Individuals under 200% of the federal poverty level</td>
<td>44%</td>
</tr>
<tr>
<td>Children at or near the poverty level</td>
<td>63%</td>
</tr>
</tbody>
</table>

Oquirrh Hills Elementary Neighborhood Center
Woodrow Wilson Elementary Neighborhood Center
Granger Elementary Neighborhood Center
Granger Elementary Neighborhood Center
On-the-ground implementation of programs and services provided by Promise Partnerships are coordinated in easily accessible Neighborhood Centers (also called Community Learning Centers and Welcome Centers). Located in schools, apartment complexes, and other locations where residents have frequent access, these Centers are the hubs of the communities they serve. They create a web of support for the entire family where children and families have access to a wide range of educational programs, social services, health resources, and much more.
Promise Partners in Clearfield work with United Way of Salt Lake in the neighborhood surrounding the Davis Community Learning Center at Wasatch Elementary, encompassing approximately 13,000 residents. Thirty-seven percent of this population is youth under the age of 19 and 66 percent of youth are members of families whose incomes are at or near the poverty level. While 83 percent of the population is Caucasian, other ethnicities, primarily Hispanic, are also represented and 15 percent of families speak a language other than English. Clearfield’s promise is to promote the value of learning and self-worth among students and adults and to provide a network of services to ensure successful children, thriving families, and vibrant communities.

IN CLEARFIELD:

- 3rd grade reading proficiency up 8%
- Families with savings accounts up 18%
The Promise Guadalupe partnership serves children and families in the Rose Park, Poplar Grove, and Glendale communities in the Salt Lake City area. These neighborhoods experience high poverty and 91 percent of kids are members of families with incomes at or near the poverty level. Children also experience many barriers to learning and approximately 50 percent are below grade-level in reading and math. In these neighborhoods, cost is a significant barrier to health care. Sixty-eight percent of adults are not insured and only 47 percent receive regular health care. Guadalupe’s promise is to teach economically disadvantaged children and non-English speaking adults the vision and skills needed to live productive, rewarding lives. Guadalupe is dedicated to ensuring that 90 percent of its students meet or exceed the district or state academic standards in core subjects.

IN SALT LAKE CITY AT GUADALUPE:

- 3rd grade language arts proficiency up 19%
- Adults with health insurance up 12%
- Families receiving regular health care up 32%
Promise Partners in Kearns work with United Way of Salt Lake in the neighborhoods surrounding two Community Learning Centers: Oquirrh Hills Elementary and Kearns Junior High. This area has a population of nearly 35,000 people, 35 percent of whom are children under the age of 19. Kearns has a high incidence of poverty with 37 percent of kids and families at or near the poverty level. About 75 percent of Oquirrh Hills and Kearns Junior High students utilize free or reduced-price school lunch. Academically, Kearns students are slipping through the cracks. Thirty percent of elementary school children are not reading on grade level and 45 percent of elementary and junior high students are below grade level in math. The graduation rate is startling, at just 67 percent. **Kearns’ promise is to focus its efforts on providing the resources families need to thrive and develop a cradle to career pipeline that ensures children are on track to succeed academically.**

**IN KEARNS:**

- **Elementary reading fluency**
  - UP 8%

- **Elementary language arts proficiency**
  - UP 4%

- **9th grade language arts proficiency**
  - UP 16%
Tourism and leisure industries drive the Park City economy—with the majority of jobs being in recreation, entertainment, accommodation, and food services. The unemployment rate in Park City is very low, and the average income and home value is very high. Despite these positive figures, approximately 39 percent of kids live in families making less than $29,000 a year (for a family of four). This economic divide is reflected in the ethnic makeup of the Park City community. Seventy five percent of Caucasians own their own home, while only two percent of Hispanics do. In addition, 81 percent of Caucasian children have insurance coverage and receive regular medical care as compared to 50 percent of Hispanic children. Ninety-four percent of Caucasian students are achieving on grade level in language arts, compared with 66 percent of Hispanic students.

Park City’s promise is to address these economic disparities and remove barriers so that every child has the opportunity and tools to succeed.
South Salt Lake is rich in diversity and 32 percent of its 30,000 residents speak a language other than English. Over one quarter of South Salt Lake’s youth are under the age of 19 and 84 percent are members of families who are at or near the poverty level. Fifty-two percent are below grade level in math and 44 percent are below grade level in reading. South Salt Lake has an above-average high school dropout rate with 25 percent of adults lacking a diploma. South Salt Lake’s promise is to ensure that every child graduates from college, has a safe, clean neighborhood and home, and has the opportunity to prosper.

IN SOUTH SALT LAKE:

**Jr. High Science Proficiency**
UP 12%

**6th grade language arts Proficiency**
UP 20%

Promise South Salt Lake was named one of America’s 100 Best Communities for Youth by the America’s Promise Alliance. The broad commitment and strong leadership from within the City of South Salt Lake and Granite School District have made it possible to establish a complete continuum from birth through high school.
The Promise West Valley partnership works in the neighborhoods surrounding Granger Elementary School and Five Parks Community Action Center. This area has a population of 15,400 people, 32 percent of whom are children under the age of 19. The city's businesses, schools, and organizations reflect its diverse population; minorities make up 40 percent of the population and 35 percent of families speak a language other than English. Nearly 80 percent of kids live in families whose incomes are at or below the poverty level. Granger Elementary serves 950 students and because of language barriers, 38 percent of kids are not achieving on grade level in reading and 42 percent of kids are behind in math. Among those 950 students, 79 percent qualify for free and reduced-price lunch, 79 percent are ethnic minority, and 75 percent do not speak English as their primary language. West Valley's promise is to focus its efforts on resources families need to thrive and develop a cradle to career pipeline to ensure children are on track to succeed academically.
United Way of Salt Lake’s focus on refugee youth is unique among our partnerships, as it is geared toward a specific population of people rather than being place–based. Utah is home to an estimated 30,000 refugees with the majority living in the Salt Lake area. Approximately 1,000 refugees from various countries arrive in Utah each year, most being from Sudan, Somalia, Burma, Bhutan, and Iraq. These individuals and families receive support for the first two years of residence in Utah from one or more of Utah’s resettlement agencies including: Asian Association of Utah, Catholic Community Services, and International Rescue Committee. Various other nonprofit, government, religious, and community organizations provide basic needs, support, and other programs. **The Refugee Youth partnership’s promise is to help refugees succeed academically and achieve post-secondary education or vocational training and to provide targeted support from organizations that serve the refugee community.**

**The refugee youth partnership has established a very advanced infrastructure for collaboration in service delivery, and shared accountability.**

**UP 60%**

Number of immigrants and refugees actively engaged in their schools

Promise Midvale is a new partnership being developed among United Way of Salt Lake, Canyons School District, Midvale City, and many other organizations working to improve education, income, health and safety outcomes in Midvale.
With the new promise partnership model that United Way formulated, we are truly making an impact in kids’ lives and in our community.

We meet frequently with United Way partners to evaluate and assess our accomplishments and to target what we need to do next to achieve our mutual goals. Every step throughout this entire process has been taken and completed together. We are honestly working together steadily to meet our objectives. We can accurately say that our achievements are the result of a joint effort. This new promise partnership we have is incredible.

Our staff has built close bonds with our United Way partners and we have a huge respect for their professionalism and dedication to helping our youth succeed.

-Bob Dunn
Executive Director
Boys and Girls Club of South Valley

A SPECIAL THANK YOU!
United Way of Salt Lake would like to thank the courageous schools, districts, non profits and the principals, staff, and leaders who are making a difference every day by working together with each other and with United Way of Salt Lake in new ways.
RESULTS
Delivering on Our Promise

This year, thanks to the commitment and hard work of our many partners, United Way Promise Partnerships have made significant progress. Below are a few examples of the results we are seeing in the neighborhoods and Neighborhood Centers where we work. None of it would be possible without the many committed partners, donors, stakeholders, Board of Directors, staff, and volunteers. Together, we are breaking down barriers and helping create opportunities so families are prepared and inspired to work toward future success.

Children in GRANITE SCHOOL DISTRICT in our high-quality preschool partnership are more likely to be ready for kindergarten (average for at-risk kids is 50%).

MATH proficiency has increased
- 3% 3rd GRADE
- 5% 5th GRADE
- 15% 6th GRADE

JR. HIGH LANGUAGE ARTS PROFICIENCY UP 8%

JR. HIGH SCIENCE PROFICIENCY UP 4%

NUMBER OF CHILDREN IMMUNIZED UP 36%

The number of households that receive free tax assistance, and claim the earned income tax credit (EITC) and other tax credits UP 51%

Language arts proficiency has increased
- 5th GRADE 7%
- 6th GRADE 14%

* See page 52 for a complete list of Promise Partners

Sources: Data from Utah State Office of Education, State Core CRT Results (2009-2012), Granite School District (2012), and United Way of Salt Lake Year-end Program Reports (2012).
Woodrow Wilson Neighborhood Center

Wasatch Elementary Neighborhood Center PAL Boxing Neighborhood Center

Granite Junior High Neighborhood Center

Board Retreat at Columbus Center in South Salt Lake
2-1-1, the state’s information and referral service, is a cost-effective human services delivery system, a vital connection between volunteers and service opportunities, and an essential tool during times of disaster. One of the central purposes of 2-1-1 is to empower individuals and families with information and knowledge about health and human services. With information, an individual can seek out appropriate service providers to make positive decisions and find needed resources, improving the chances of achieving positive outcomes. To find out how to get help, or to give help, visit 211ut.org or dial 2-1-1.

2-1-1 is the social barometer for the state, providing data on the most critical needs of Utahns. In 2012, United Way 2-1-1 received 105,123 calls from Utahns and made 164,761 referrals.
Giving is the easiest and most powerful way to make long-lasting changes in our community. United Way of Salt Lake could not do the work we do without our committed donors. Our donors include corporations, foundations, small businesses, individuals, couples, and families. From the employee who gives through payroll deductions, to our most engaged leadership donor, every investment helps us further our mission to improve lives and build stronger communities.

To find out more or to give today, visit uw.org/give
In January, 2012, United Way of Salt Lake launched a significant major gifts campaign, Changing the Odds, with the goal of raising $15 million to strengthen our cradle to career pipeline in the neighborhoods where we work. Throughout the year, we focused on educating community and business leaders about our promise to transform lives and communities. Leaders made site visits to Neighborhood Centers and were able to see firsthand the impact of United Way’s Collective Impact work.

On 12-12-12 at 12:12 pm, at our public launch for the campaign, we hoped to announce that we had raised $12 million during the quiet phase. In an historic announcement to the community, we revealed that Utah’s major businesses, leading foundations, individuals, and families had contributed $14.3 million to the campaign, and that we had surpassed our goal!

These resources will ensure our partnerships with businesses, schools, cities, and our community’s most visionary philanthropists, will change the odds for children, their families, and entire communities—today, and for generations to come. Changing the Odds Campaign supporters are listed on page 33.

**Founding Council**
Investors in the Changing the Odds Campaign were invited to participate as members of Changing the Odds Founding Council. The Council provides a way for investors to stay informed about the work of United Way of Salt Lake, provides leadership and strategy to help us reach our goals, and to engage in the work on the ground. In late March, the Founding Council met for the first time to learn about the importance of cross-sector collaboration between leading philanthropists, civic leaders, business leaders, and educators.
Tocqueville Society members are philanthropists who demonstrate extraordinary generosity to our community by investing $10,000 or more annually in United Way of Salt Lake. In 2012-2013, the 74 members collectively contributed over $1 million in traditional membership gifts. These caring individuals and couples make an outstanding commitment to improving the quality of life in our community. Members are recognized locally and nationally for their commitment and for inspiring others to greater philanthropy. Tocqueville Society welcomed six new members in 2012-2013 and developed a new strategy to enhance membership engagement and provide opportunities for volunteerism, networking, and leadership.

Many Tocqueville Society members also contributed to our Changing the Odds Campaign and made an additional investment above and beyond their membership commitment.

See a list of Tocqueville Society members on page 34.
Women’s Leadership Council (formerly Women’s Philanthropic Network) members engage the power, wisdom, and generosity of women to create a stronger community today and for future generations. In an effort to align with the larger family of 137 separate Women’s Leadership Councils from throughout the country that are affiliated with United Way Worldwide, the Women’s Philanthropic Network officially changed its name to the Women’s Leadership Council in February of 2013. Collectively, Women’s Leadership Councils have a diverse membership of over 55,000 women who have contributed over one billion dollars in the last decade to further efforts in education.

Locally, this diverse group of 178 dedicated women is taking a leading role investing in and influencing solutions to complex community issues. This past year, Women’s Leadership Council welcomed 82 new members. Members invest $1,500 or more annually and collectively invested more than $500,000 in United Way of Salt Lake to support Women for Educational Achievement, an effort to empower girls and teens to complete post-secondary education and training. The Women’s Leadership Council also launched a pilot program to engage its members in on-the-ground work. Members take an active role volunteering in South Salt Lake by providing classroom presentations, and one-on-one mentoring, facilitating career and college tours, and conducting three-day workshops based on the popular book, StrengthsFinder 2.0. Members contributed nearly 500 volunteer hours of their time last year.

Photos 1 and 2: The Women’s Leadership Council annual signature event, Power of Your Purse, was attended by 420 people. The event raised awareness and nearly $50,000 to give girls and young women the opportunity to reach their potential through education.

Photo 3: The Women in Education Summit: Investing in Our Future half-day summit attracted over 500 attendees who discussed issues affecting post-secondary education enrollment and completion among Utah women.

Women’s Leadership Council members are listed on pages 34-35.
Young Leaders are enthusiastic and dynamic individuals and couples under the age of 40 who invest $1,000 or more annually in United Way of Salt Lake. Young Leaders provides opportunities for effective advocacy and community service, and encourages networking through social events. This energetic group of 488 young philanthropists is paving the way for the next generation of community leaders to become catalysts for lasting change. Young Leaders membership grew by 75 in 2012-2013 and members invested over $486,000 in United Way’s work.

More than 450 guests attended the Young Leaders annual event, April 12, 2013. The event raised over $30,000 to benefit United Way of Salt Lake’s early childhood education efforts.

Young Leaders contributed nearly 600 hours of volunteer service this past year and added two ongoing monthly volunteer opportunities at Guadalupe School and PAL Boxing Center, two United Way Neighborhood Centers.

Young Leaders members are listed on pages 35-37.
Leadership Circle members exemplify commitment and caring with a minimum annual investment of $1,000. Nearly 950 members strong, the combined contributions of this group total over $1.3 million. Leadership Circle is currently being reimagined by a planning committee charged with creating a new engagement platform for members. New Leadership Circle membership guidelines will include a $1,500 minimum annual investment. Members will have numerous opportunities to volunteer and to network with other members.

Leadership Circle members are listed on pages 38-41

Diamond Donors have contributed to United Way for 20 years or more and exhibit extraordinary dedication to making a difference in our community. This loyal base of 622 supporters has enabled us to grow through the years and continue to create opportunities for a better tomorrow.

Diamond Donors are listed on pages 42-44

Legacy of Hope Society members have made a planned gift to United Way of Salt Lake through their financial, tax, or estate planning. These individuals know that with proper planning their influence will leave a legacy for many years to come.

Please remember United Way of Salt Lake in your will or estate plan and let us know when you do so we can thank you.
Public policy advocacy is an essential component of United Way's Collective Impact work and is critical to help us achieve our mission and goals. The public sector is a key decision-maker and partner in providing health, education, and human services. State, local, and federal laws and budget decisions affect many critical programs necessary to create lasting changes. To find out more, visit uw.org/advocate

This year’s Legislative Preview Breakfast was held on January 17, 2013. Over 350 attended for a preview of the General Session and to discuss United Way’s policy priorities with legislators.

Over 70 United Way stakeholders and partners advocated for United Way of Salt Lake’s legislative priorities during our annual United Way Day on the Hill, February 21, 2013.

2013 Public Policy Successes
The 2013 General Session came to a close at midnight on March 14, 2013. After 45 fast and furious days, United Way of Salt Lake emerged with many great wins for Utah’s children, families, and communities.

Early Childhood Education
In 2007, we successfully advocated for the adoption of an optional extended-day kindergarten program. Funding for the program ended in 2010 and one-time funds have been appropriated to the program since. This year, $7.5 million in on-going funds were secured for optional extended-day kindergarten.

Utilizing research conducted on Granite School District’s high-quality Title I preschool program, United Way of Salt Lake and Voices for Utah Children worked with Senator Aaron Osmond to develop SB71, Results-based Financing for Early Childhood Education. This bill would have allowed the government to contract with a private-sector investor to pay for high-quality preschool and be paid back if the intervention achieved targeted results. Unfortunately, SB71 was voted down on the Senate floor. In a letter to the editor, Deborah Bayle made a public pledge on behalf of United Way to continue to develop data-driven legislation so that all children have the chance to succeed from cradle to career.

2-1-1 Information and Referral Network
In July of 2011, 2-1-1 joined the United Way of Salt Lake team. Part of our commitment to bringing 2-1-1 under our umbrella was to strengthen the program, reduce duplication, and increase overall efficiency. President Wayne Niederhauser and Senator Todd Weiler worked with United Way 2-1-1 and other stakeholders to create a shared vision for 2-1-1. SB56, 2-1-1 Information and Referral Network, sponsored by Senator Weiler, was passed and $250,000 was appropriated to the program. The successful passage of SB56 and subsequent funding will help make this vision a reality.

Earned Income Tax Credit
United Way of Salt Lake has long supported a State Earned Income Tax Credit, which is program that is proven to lift families out of poverty. This session, HB197, Earned Income Tax Credit and Related Funding, sponsored by Representative Eric Hutchings, successfully passed the House, but was not prioritized for funding and was, therefore, held in Senate Rules Committee.

“I have tremendous respect and appreciation for the role United Way of Salt Lake plays in the legislative process. By bringing a diverse group of people together, including business leaders and community leaders, using solid data to drive decisions, and listening to all points of view, United Way of Salt Lake brings a unique, valuable and strong voice to our policy debates and provides the leadership we need to solve complex community problems.

The values we hold dear in Utah compel us to look within our communities for results and to encourage volunteer and charitable service. We should be grateful to United Way of Salt Lake for working to find solutions to challenges in our communities and we should celebrate their success.”

-Representative Greg Hughes
Utah State House of Representatives
Volunteering strengthens communities and creates relationships both within organizations and on personal levels that are a vital part of the fabric of the community. Volunteerism also fosters civic responsibility, participation, understanding, and interaction.

Volunteers are at the forefront of much of the resource mobilization, relationship building, Collective Impact goal and vision setting, and other key United Way functions. They are the tutors, mentors, budget counselors, tax preparers, coaches, United Way employee campaign managers, policy advocates, and many others who give freely of their time and talent to advance the education, income, and health of our communities. United Way 2-1-1 Volunteer Center connects individuals, families, and groups to meaningful service opportunities. Over 500 volunteer opportunities are easily accessible by visiting uw.org/volunteer.

In 2012 - 2013, United Way connected nearly 13,000 individuals to meaningful volunteer opportunities.

4,000 volunteers from 115 local companies spent over 36,000 hours completing one-day service projects on United Way of Salt Lake’s 20th Annual Day of Caring, September 13, 2012. Volunteers saved our community over $615,000!
<table>
<thead>
<tr>
<th>TABLE</th>
<th>AMOUNT</th>
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</thead>
<tbody>
<tr>
<td>ASSETS</td>
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<td>LIABILITIES</td>
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<td>Accounts payable and accrued liabilities</td>
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<td>Due to agencies, programs and other United Ways</td>
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<td>PUBLIC SUPPORT AND REVENUE</td>
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<td>Individuals, corporations, and foundations</td>
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<td>Changing the Odds</td>
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<td>143,576</td>
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<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>8,921,593</strong></td>
</tr>
<tr>
<td>CHANGE IN NET ASSETS</td>
<td>4,377,129</td>
</tr>
</tbody>
</table>

Complete audited financial statements can be found at [UW.ORG](http://UW.ORG)

**Membership Disclosure**

United Way of Salt Lake does not have members and does not charge dues from its partner organizations.
ACCOUNTABILITY

United Way of Salt Lake is dedicated to being transparent and accountable in all that we do. Recently, Charity Navigator and Better Business Bureau evaluated United Way of Salt Lake on our transparency and accountability. Charity Navigator gave UWSL a rating of 70 out of 70—a four-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 United Way of Salt Lake a BBB Accredited Charity.

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does United Way of Salt Lake have an active Board of Directors comprised of citizen leaders that meets regularly?</td>
<td>☑️</td>
<td>☐️</td>
</tr>
<tr>
<td>The Board is comprised of 46 local community leaders representing business, government and other sectors.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does the Board of Directors review and approve the annual budget and quarterly financial statements?</td>
<td>☑️</td>
<td>☐️</td>
</tr>
<tr>
<td>The annual budget and quarterly financial statements are approved by the Board following thorough review by the Administration/Finance Committee, and the Executive Committee.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does United Way of Salt Lake have an Audit Committee?</td>
<td>☑️</td>
<td>☐️</td>
</tr>
<tr>
<td>The Audit Committee is comprised of financial and business experts.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is the Audit Committee an independent body that reports directly to the Board?</td>
<td>☑️</td>
<td>☐️</td>
</tr>
<tr>
<td>Does the Board of Directors review and approve the annual independent audit report, as well as the auditor’s management letter comments?</td>
<td>☑️</td>
<td>☐️</td>
</tr>
<tr>
<td>The annual audit is approved by the Board following thorough review by the Audit Committee, Administration/Finance Committee, and the Executive Committee.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does the Board of Directors review its bylaws and governance documents at least once every three years?</td>
<td>☑️</td>
<td>☐️</td>
</tr>
<tr>
<td>Does United Way of Salt Lake have additional oversight committees?</td>
<td>☑️</td>
<td>☐️</td>
</tr>
<tr>
<td>Administration/Finance Committee, Governance Committee, and Investment Committee.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does United Way of Salt Lake have ethics and conflict of interest policies?</td>
<td>☑️</td>
<td>☐️</td>
</tr>
<tr>
<td>Board members, staff, and committee members are required to sign a Code of Ethics and a Conflict of Interest Statement annually.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does United Way of Salt Lake adhere to an investment policy approved by the Board of Directors?</td>
<td>☑️</td>
<td>☐️</td>
</tr>
<tr>
<td>Does United Way of Salt Lake adhere to a policy which prohibits loans to any Board members or staff?</td>
<td>☑️</td>
<td>☐️</td>
</tr>
<tr>
<td>Does United Way of Salt Lake have a diversity and inclusion policy?</td>
<td>☑️</td>
<td>☐️</td>
</tr>
<tr>
<td>Does United Way of Salt Lake conduct anti-terrorism compliance measures?</td>
<td>☑️</td>
<td>☐️</td>
</tr>
<tr>
<td>Does United Way of Salt Lake comply with provisions of Sarbanes-Oxley applicable to nonprofit organizations?</td>
<td>☑️</td>
<td>☐️</td>
</tr>
<tr>
<td>Does United Way of Salt Lake have a “whistleblower” policy?</td>
<td>☑️</td>
<td>☐️</td>
</tr>
<tr>
<td>Is the CEO’s performance and compensation reviewed and approved?</td>
<td>☑️</td>
<td>☐️</td>
</tr>
<tr>
<td>The Board Chair and Executive Compensation Committee conduct an annual performance and compensation review of the CEO. This review is ratified by the Executive Committee.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is the senior management team’s performance and compensation reviewed and approved?</td>
<td>☑️</td>
<td>☐️</td>
</tr>
<tr>
<td>The CEO conducts annual performance appraisals of the senior management team. These appraisals, along with compensation levels of the senior management team, are reviewed and ratified by the Executive Compensation Committee and the Executive Committee.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does United Way of Salt Lake post its annual independent audit, annual IRS tax return (Form 990) and its current IRS tax exempt determination letter on its website?</td>
<td>☑️</td>
<td>☐️</td>
</tr>
<tr>
<td>Available for download.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Has United Way of Salt Lake established written human resources, accounting, use of assets, pledge processing, and internal control policies?</td>
<td>☑️</td>
<td>☐️</td>
</tr>
<tr>
<td>All policies are systematically reviewed and updated.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does United Way of Salt Lake have a written donor information privacy policy?</td>
<td>☑️</td>
<td>☐️</td>
</tr>
<tr>
<td>A copy of the policy is available on the website.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does United Way of Salt Lake prohibit providing donor information to third parties?</td>
<td>☑️</td>
<td>☐️</td>
</tr>
<tr>
<td>Does United Way of Salt Lake have adequate insurance coverage?</td>
<td>☑️</td>
<td>☐️</td>
</tr>
<tr>
<td>Coverage is reviewed annually by our Governance Committee.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does United Way of Salt Lake have a Board-approved business expense reimbursement policy?</td>
<td>☑️</td>
<td>☐️</td>
</tr>
<tr>
<td>Does the Board review and approve all funding decisions?</td>
<td>☑️</td>
<td>☐️</td>
</tr>
<tr>
<td>Funding recommendations are reviewed by the Collective Impact Council before going to the Board for approval.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is United Way of Salt Lake continually strengthening its accountability measures and standards?</td>
<td>☑️</td>
<td>☐️</td>
</tr>
<tr>
<td>United Way of Salt Lake’s Board and staff continually seek new, innovative measures to improve our levels of accountability.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

TRANSPARENCY

United Way of Salt Lake has designed a comprehensive website, UW.ORG, to ensure that our supporters, partners and others have open access to all the documents and other information they may require:

- Our mission and how we accomplish it
- Annual Report
- IRS tax return (Form 990)
- Board of Directors roster
- Community Partners listing
- Bylaws
- Governance Policies
- Staff roster

VOLUNTEER-LED ORGANIZATIONAL SELF ASSESSMENT

Every three years, United Way of Salt Lake evaluates organizational performance by conducting a volunteer-led self-assessment. The last organizational self-assessment was conducted in fall, 2011. The results are available on our website UW.ORG.
We are proud that 100% of United Way of Salt Lake Board of Directors and Changing the Odds Steering Committee members made an additional gift in support of the Changing the Odds Campaign.

As of April 1, 2013
Allen and Denise Alexander
A. Scott and Jesselie Anderson
Haven J. Barlow
Deborah Bayle
Robert and Jan Bayle
Scott and Cheri Beck
Colleen and Jim Bell
Mark and Karen Bouchard
H. Roger and Sara Boyer
Allison and Barry Bridges
Mona Lyman Burton
Carol Carter
Josh and Julie Dalton
John B. and Flora D’Arcy
Dave and Nancy Dean
Katherine and Zeke Dumke, Jr.
Rulon M. and Rebecca J. Dutson
Spencer F. and Cleone Eccles
Susan Gardner Folau and Siti Folau
Andrew Barnes and Angela Gardner
Carolyn Barnes Gardner
Christian Kem and Marie Gardner
Kem C. and Carolyn Gardner
Matthew Lincoln and Amy Gardner
Julianne Gardner Arnell & Weston Arnell
David R. and Deanna D. Golden
Kevin and Camey Hadlock
Neil and Ashley Hafer
Dell Loy and Lynnette Hansen
Jacob and Elizabeth Heugly
Tim and Jessica Hodge
George and Sara Hofmann
Tom and Carol Jepperson
Ron and Janet Jibson
Peter M. and Paula Green Johnson
Robert W. Keener
LeeAnne B. and Chris Linderman
Tom and Jamie Love
Jane and Tami Marquardt
Kimberly Gardner Martin and JT Martin
Mark C. and Kathie Miller
John and Anne Milliken
Jack and Melinda Pelo
Ray and Janet Pickup
Becky and Kevin Potts
Keith O. and Nancy Rattie
William K. and Julia Reagan
Bruce and Lu Anne Reese
D. Nick and Penny Rose
Gary G. and Darlene S. Sackett
Ted Schmidt
Harris H. and Amanda P. Simmons
Catherine and Sean Slatter
Jennifer and Shane Smith
Dr. Charles W. and Sharee Sorenson
Susan B. and David R. Spafford
Charles B. and Joy F. Stanley
Ross and Jo Ann Stokes
Paul F. Stringham
Greg and Andrea Summerhays
Norman C. and Barbara L. Tanner
Dave and Kathi Thomas
David S. Thomas, M.D. and Elizabeth Lockette
Scott and Sue Ulrich
Craig and Christy Wagstaff
Ken and Sheryl Wainwright
David N. and Heather J. Warne
Michael and Donna Weinholz
Dave and Sarah Wolach
Craig and Carol Zollinger

4 members wish to remain anonymous

Tocqueville Society members as of April 1, 2013

Denise Alexander
Diana M. Andersen
Catherine Anderson
Catherine Foote Angstman
Tina Aramaki
Christine Arthur*
Alicia Ashton*
Pamela Atkinson*
Michelle Lisa Azzaro
Brenda S. Bain
Lori L. Barton
Deborah Battista*
Deborah Bayle*
Jan Bayle
Allison Beer
Colleen Bell
Selena Benson
Heather Bertotti Sarin
Samantha Blackburn
Jane C. Blair
Babe Blattner-Thompson
Barbara Bowen
Millie Bradley
Jenny A. Bravo
Allison Bridges*
Sharon Broadwater
Christine Brown
Sally Brown
Christine B. Buckley
Mona Lyman Burton*
Melissa A. Byington
Dawn Cannon
Cathy Caputo Hoskins
Carol Carter*
Paulette Cary*
Melissa M. Ceballos
Agnes Yu Chiao
Kandice Christensen
Tracy Christman
Jan A. Coleman
Susan Collier
Judy Copier
Patricia Coughlin
Andrea Cox
Christina M. DeVore
Michelle Diamant
LeAnn Dickerson*
Angela Dumke
Rebecca J. Dutson*
Lisa Eccles*
lorilee Emery
Dawn Everson
Anna Farnsworth
Linda M. Feller
Tami M. Fisher
Karen Fouad
Cecelia H. Foxley, Ph.D.
Cydney L. Garland
Diana S. George
Wendy D. Gibson
Deanna Golden
Michelle Gordon
Dr. Carole Grady
Melisse Grey
Mary Kay Griffin*
Ashley Hafer
Heather Hamby*
Lori Harding
Shannon Harmon
Jane F. Harrison
Laurie Hart*
Mary Ann Hausman
Kimberley Heimsath
Sarah B. Hiza
Vicky Hoagland
Mary Ann Holladay*
Michelle Hollingsed
Katherina C. Holzhauser
Kim Hood
Crystal Hoogeveen
Diane K. Horrocks
Laura Houston*
Debra H. Hoyt
Dianne K. Hunsaker
Lisa Jensen
Janet Jibson
Carrie Johnson
Paula Green Johnson*
Sarah U. Johnston
Megan Marie Jones
Shelley Wright Kendrick
Jessica Kollman
Peggy Larsen*
Linda Leckman, M.D.*
Women’s Leadership Council members as of April 1, 2013

* Founding members of Women’s Philanthropic Network
Blake Facer  
Emily D. Fairbanks  
Rocco and Diane Falabella  
Mark Ferne  
Timothy Michael Fine  
Tami M. Fisher  
Candyce Fly Lee  
Edward and Becky Fowler  
Juliann Fox  
Theresa Foxley  
Anne Louise Frantz  
Jeff and Nicole Freeman  
Elizabeth Garbe  
Christian Kem Gardner and Marie Gochnour Gardner  
Julianne Gardner Arnell and Weston Arnell  
P. Andrew Garland  
Bonnie Marie Garrick  
Jared Geisler  
Michelle Genna  
Damon and Tammy Georgelas  
Marilyn Gayle Getts  
Wendy D. Gibson  
David Gill  
Michael L. Gill  
Rachel Gober  
Bernie A. Gonzales  
Chelle Gordon  
Leslie Graft  
Thomas Greet  
Krisen Gubler  
Brandon Gunn  
Cindy Gutierrez  
Neil and Ashley Hafer  
David Hall  
Traci Hamilton  
Cameron L. Hansen  
Lori and Chuck Harding  
Shannon Harmon  
Todd Harris  
Julia Harrison  
Timothy N. Harrison  
David Hartkopf  
Brett Haymond  
Tom and Lisa Heath  
Kurt Layne Henline  
Daniel and Jennifer Herzog  
Jacob and Elizabeth Heugly  
Justin Hicken  
Shane D. Hillman  
David T. Hilton  
James and Candace Hilton  
George Hofmann  
Vaughn Holbrook  
Stephanie Horne  
Diane and Mike Horrocks  
Michael J. Howell  
Jeff Howes  
Don and Kaysee Hulet  
Tony and Shannan Hull  
Alexander J. Hume  
Crystal Humphreys  
Alicia Hunter  
Eric A. Hurd  
Tyler and Kandi Iverson  
Chase Jardine  
Jordan Timothy Jennings  
Robert B. Jepson  
Carrie Johnson  
Chase K. Johnson  
David R. and Linda A. Jolley  
Megan Marie Jones  
Melissa Jones  
Aaron P. Jordin  
Robert Alan Jorgensen  
Arminda Jurgenson  
Anthony C. Kaye and Elizabeth A. Wright  
Jason and Chelsea Keith  
David Kelly  
Michael Kirby  
Christopher M. Kirkpatrick  
Kelly Kyota  
Brent N. Klovdstad  
Shaela Knighton  
Cody C. Kocherhans  
Jessica Kollman  
Sakura Krapsicher  
David W. Laccoarde  
Holly L. Lamb  
Chris Lamey and Sarah Barnaby  
Claudia Larsen  
Randy and Jennifer Larsen  
Todd and Mindy Larsen  
Justin Lawrence  
Jaron L.K. Leake  
Adam and Haylee Ledingham  
Matthew Ledingham  
Melanie Ledingham  
Michael and Cathy Legge  
Adam Leishman  
Wendy E. Leonelli  
Anya Lewis  
Rachel Lewis  
Chris and Laura Lewon  
Mark Lewon  
Dan and Charity Lighten  
Andy Livingston  
Kamilla R. Lloyd  
Angela Hsi-Jin Luan  
Dr. Robert Lynn  
David A. Lynn  
Heather and Joseph MacDonald  
Shawneen M. Mackay  
Justin and Heather Maddux  
Abigail Magrane  
Erica Marken  
Judy Marostica  
Matthew Marr  
Jill K. Martinez  
Michael Drew Martinez  
Jody A. Masse  
Jamie Lynn Matheny  
Jason and Jeannie Mathis  
Sean and Kristin Matsalla  
Ashleigh May  
Michael and Elizabeth McCarthy  
Griffin M. McKay  
Brian Berrett McKell  
Seamus and Trish McKelvie  
Jason T. Mecham  
Brandy Mechling  
Alissa Mellem  
Mechelle Mellor  
Nathaniel Merz  
R. Scott and Tammy Messersmith  
Scott A. Miles  
John and Andrea Miller  
Laura Miller  
Mark A. Miller  
Mike and Linsey Miller  
Kaitlin Ha Moeuy  
Brent D. Moore  
Anna Morrison  
Clark W. Mower  
Rich Mrazik and Renée Leta  
Lindsay Mueller  
Mark Murdock  
George Myers  
Brian and Beth Myrdal  
Peter Donald Nardelli III  
Jeffrey C. Nelson  
Jeffrey S. Newman  
Keri Odorn  
Pamela Okumura-Gerrard  
Jennifer B. Olsen  
Jeannine Orr  
Tamara Ostmark  
Kent and Stephanie Palmer  
Megan and Briton Pannier  
Roger and Tricia Parkin  
Mallary Paskell  
Carolyn Passey  
Lisa Payne  
Maryam Pedraza  
Christen Nicole Perez  
Nicole R. Perkes  
Chris and Cindy Perkins  
Andrew S. Peterson  
Candace Peterson  
Darren R. Peterson  
Kami L. Peterson  
Tiare Peterson  
Michael P. and Angela C. Petrogeorge  
Jeffrey S. and Heather Pickett  
Robert and Jan Pinon  
Alan and Abby Pohlman  
Darryl Michael Poston  
Matt Potter  
Kyle Power and Liz Angus  
Mark Preston  
Justin Price  
Heidi Prokop  

United Way of Salt Lake  
Young Leaders  
Creating lasting change by promoting philanthropy and civic engagement
United Way of Salt Lake
Young Leaders
Creating lasting change by promoting philanthropy and civic engagement

Matthew J. Radke
Steven Reed
Gavin and Nicole Reese
Lance Regis
Trish Reinhardt
Marci Rigby
Chanda Rodriguez
Crystal C. Roedel
Isabel Rojas
Jorge Rojas
Ross and Cecilia Romero
Eleanore Ruffy and Don Lustig
Jana Saba
Jevan Sadler
Nickolas Sanchez
Andrea Sanders
D. Brett Sanford
Margarita Satini
Nathan N. and Shannon W. Savage
Marshall K. Sayer
Daniel and Lisa Schmidt
Lisa Marie Schneider
Todd Schneider
William and Jamie Anne Schwarzenbach
Laura S. Scott
Matt Scurluck
Jacqueline L. Sexton
Brent and Becky Shaw
Darren Shepherd
Stephanie Sherrell
Mark Siegel
Michael W. Sievert
David and Tiffany Smith
Joshua L. Smith
Sofia L. Smith
Stephanie K. Smith
Leslie Snavely
Peter D. Sorenson
William Clayton Spencer
Bret Spriggs
Paola Stauffer
Dr. June M. Steely
Laura E. Stireman

Jason Stoddard
Robert and Paula Storey
Christopher and Jerilyn Stowe
Steven Strate
Pamela Strom
David and Anne Stromberg
David and Stacie Sturt
Julio Suazo
Greg and Andrea Summerhays
Spencer and Julie Summerhays
Laura Summers
Kazuhiro Suzuki
Matthew T. Sweeney
Melinda Swensen
Jason and Jill Taylor
Trisha Teig
Sarah M. Thacker
Christine Thayne
Justin and Shandy Thayne
Jessica Theel
Richard and Natalie Thomas
Kaylynn Thompson
John Tieso
Bradley and Brandy Tilt
Alvin G. Tolentino
Cheré Touhuni
Jeff and Erin Trenbeath-Murray
Jennifer Trujillo
Angelina Tsu
Tristan and Nancy Van Horne
Tanya Vea
Michael and Kimberly Vincent
Betty Wageman
Zachary C. Wardle
Rebecca Warner
Tricia Warnken
Nicholas Watne
Elisabeth A. Watts
Michele C. Weaver
William W. Weisberg
David Wenk
Vicki Werling
Cristi Wetterberg
Pace and Jan Whiting

Rick and Karen Widner
Matt and Talia Wilcox
M. Ali Wilkinson
Emily Williams
Marion L. Wilson
Matt and Mary Wirthlin
Rustin Woerner
Brett and Nicole Woodruff
Gregory Woods
Andy Woolstenhulme
Philip L. Wormdahl
Brendan Wright
Ryan Wright and
Rebecca Brown
Thomas and Caroline Wright
Heather and Charles Wyler
John Youngren
Joel E. Zimmer
Michael A. Zody
Jace and Shauna Zurmely

14 members wish to remain anonymous
Young Leaders members
as of April 1, 2013
GIVE.

United Way of Salt Lake
Leadership Circle

Mike Fisher
Patrick James Fleming
Kelly Flint and Julie Matis
Scott Florence
John Fobair
Jeff Foote
Mary Forbes
Michael T. Forman
Norman and Carol Foster
Douglas Fraser
Susan and Dennis Fredette
Brian Frimel
David H. and Karen E. Fuhriman
Jeff L. Fullmer
Joni J. and Derek Furlong
Rick and Pauline Gailey
Carl B. Gaithraieh
Greg and Debbie Gardner
Henry W. Gardner
Mary Ann Gardner
William Gardner
Mark Garfield
W. Mark Gavre
Robert P. and Dixie S. Huefner
Michael Housley
Barbara Horwitz
Dr. Roger and Dr. Susan Horn
James and Barbara Hood
Gary and Crystal Hoogeveen
Vern Hopkinson
Dr. Roger and Dr. Susan Horn
Joseph and Ann Horton
Barbara Horwitz
Michael Housley
Robert P. and Dixie S. Hufnner
Carol Clawson and Stephen Hull
Carol Hunter
Keith Hunter
John Franklin Hurdle
Michael J. Huxor
Jeff Hymas
Kathryn Hymas
Holly Abernathy Infante
Steve Irish
Gordon Irving
Morris J. Jackson
Charles W. Jacobson
Joseph Jacquez
Kenneth P. and Penny
Brooke Jameson
Mark E. Janssen
James and Jeanne Jardine
Michael D. Jaynes
David Jelmini
Raymond and GaeLynn Jenkins
Morris L. Jenkins
Dallin W. and Barbara J. Jensen
James A. and Klenell Jensen
Jeffrey J. and Rosan N. Jensen
Ron Jensen
Scott E. Jensen
Sterling and Joleen Jenson
Jeff J. Jerabek
Michael W. Jex
Stephanie Jimenez
Blake S. Johnson
Brent T. Johnson
Jeffrey D. Johnson
Faith Jones
Gena Jones
Robert J. Jones
Ron Jorgensen
Candace C. Karpakis
Jonathan and Cathleen Kay
Keith and Becky Kearns
Lyndi Fishingdon
Marco Keipp
Anthony Kelley
Barron K. Kelley
Louise P. Kelly
Paul and Rhonda Kelley
Sally L. Kelsey
Ross and Nancy Kendell
Arthur L. Kerwood
Michelle L. Kettle Torsak
Karl Kieffer
Michael T. King
Warren P. and Florence King
Diana E. and Mike C. Kirk
Scott and Susan Kisting
Stephen J. Knight
Andrew and Lorraine Kocik
David Koenig
Kelly Kohl
Lori Komatar
Kathy Konishi
Xan G. Kotter
Glen S. Kuball
Sarah Kurris
Mel and Lisa Kuwahara
Jamie L. Lacher
Janice Lagitaua
Andrew Lambert
Rick Lambourne
Derek and Holly Langston
Gordon R. Larsen
Jeffrey and Jane Larsen
Michael and Teresa Larsen
Blake E. Larson
Torsten Larson
Bernard and Christine LaSalle
Gary and Bonnie Lassen
Daniel L. Lattin
Gregory A. Laufer
Michael J. Lauterbach
Melanie Law
Bea Layton
James B. and Evelyn B. Lee
Aaron M. Leek
Scott L. Lehr
Bret and Lauren Leifson
William F. Lentz
William Leung
Cathie Lewis
Stephen and Janet Lewis
Donald and Susan Lewon
Dayton G. Lieneyer
David Howard Lincoln
Bruce and Shari Lindsay
Gork V. Lins
Phil E. Lippincott
Tiffany Lipscott
Joan Marie Lister
Michael R. and Janet Little
James R. and Annette Livsey
James Brian Lohse and Carolyn Cox
John and Wendy Long
Elizabeth Lopez
Rodrigo and Mary Lopez
Mark Lovelace
Charles Lytle
Don R. Mabey
Karen M. Macon
David B. Madsen
David J. Madsen
Mike and Mary Malmquist
Teresa J. Mareck
Suzanne D. Simons
Jeff and Karen Simpson
Stephen T. Sinclair
Debra Sjoblom and John Farrell
Douglas C. Smith
Douglas L. Smith
Gerald Smith
Randall Smith
Scott Smith
Stephen and Marilyn Ruth Smith
Virginia S. Smith
Carol M. Snyder
Cheryl L. Southwick
Dennis Paul Spackman
Mary and Russell Speirs
Dennis Spencer
Gary R. Spencer
Paul D. Spencer
Scott D. Sperry
Cindy L. Speters
Dr. Joseph Stanford
Peter J. and Christine S. Stang
David W. and Mary Staub
Rebecca Stauffer
Samuel T. Steele
Jason E. Stemmons
Dale L. Stephens
Tennille Stephens
Mark and Jean Stevens
Marvin L. Stevens
Jeanne Stewart
Thomas E. Stewart
William and Cheryl Stewart
Gary and Debbie Statham
William J. Stilling
John F. Stillings
Mark and Kathleen Stimpson
Linda K. Stokes
Aaron Stone
Eric B. Storey
Eileen Strasters
Darcie Strong
Richard Dean Stroud
William Stroud
John Stubbs
Patrick W. Stutzman
Catherine and Ray Sudbury
Donny Suhartono
Christopher J. Sullivan
Gerald H. Suniville
Carol Sweeney
Tony and Carol Sweet
Dr. Peter P. Taillac M.D.

GIVE.

Leadership Circle members as of April 1, 2013
76 members wish to remain anonymous
Bonnie Lee Abbott
Mark Adams
Mistina Adolphson
Carol A. Afferlanger
Phillip Allen
Kim Michelle Allen
Eva Allen
Jeffrey B. Alley
Steve and Beverly Allnatt
Steven G. Allred
Larry D. Andersen
Shantell Anderson
Wendy Anderson
Teresa N. Aramaki
Jack Arguello
Penny L. Armitage
David Arnold
Kevin N. Arrington
Patrick Arthur
Thomas C. Aston
Maude Atkins
Annette Atwood
Mary Anne Balfour
Jean Bambrough
Pam and Robert Barnes, Jr.
Lori L. Barton
Gene and Marghi Barton
Larry and Amanda Barusch
Kay Bastian
Steven B. Bateman
Deborah Battista
Deborah Bayle
Sondra Beck
Julie P. Beckstead
Robert H. Beckstead
R. Bruce Bell
Shirley A. Bell
Billie Bennett
David M. Bennion
Duane Benton
Sharon Bevans
Peter and Margaret Billings
Robert A. Bischoff
Lynn D. Bissell
Sharon Blackburn
Evert Scott Blood
Miki H. Bode
John Booher
Michael J. and Shirley Bouwhuis
Daniel T. Boyd
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United Way Dixie
United Way of Northern Utah
Several organizations wish to remain anonymous.

AS OF APRIL 1, 2013
United Way of Salt Lake thanks the following partners for embracing Collective Impact strategies to solve community problems. Partners work with United Way of Salt Lake to identify their neighborhood’s unique challenges, collaboratively set goals for their community, share and track data and results, and align programs. Promise Partnerships work to break down barriers for families and create opportunities to ensure every child succeeds, every step of the way, from cradle to career.

**Collective Impact Partners**
Asian Association  
Big Brothers Big Sisters of Utah  
Boy Scouts of America, Great SL Council  
Boys and Girls Clubs of South Valley  
Catholic Community Services of Utah  
Children’s Service Society of Utah  
City of South Salt Lake  
Community Action Partnership of Utah  
Community Nursing Services  
Comunidades Unidas  
Cottonwood High School  
Davis Behavioral Health  
Davis School District  
English Skills Learning Center  
Family Connection Center  
Granger Elementary School  
Granite Park Jr. High School  
Granite School District  
Guadalupe Schools  
Holy Cross Ministries  
Horizonte Instruction and Training Center  
International Rescue Committee  
Jeremy Ranch Elementary School  
Junior Achievement of Utah  
Kearns Jr. High School  
Latinos in Action  
Lincoln Elementary School  
McPolin Elementary School  
Midtown Community Health Center  
Oquirrh Hills Elementary School  
Park City School District  
Park City Education Foundation  
Parley’s Park Elementary School  
People’s Health Clinic  
Read Today/AmeriCorps Literacy Initiative  
Roosevelt Elementary  
Salt Lake CAP Head Start  
Salt Lake Community Action Program  
Salt Lake County Youth Services  
Trailside Elementary School  
United Way of Utah County/Help Me Grow  
Utah Health Policy Project  
Utah Partners for Health  
Voices for Utah Children  
Wasatch Elementary School  
Woodrow Wilson Elementary School

**Basic Needs Partners**
AAA Fair Credit Foundation  
Alliance House  
Bountiful Community Food Pantry  
Catholic Community Services of Utah  
Community Health Centers, Inc.  
Community Nursing Services  
Davis County Health Department  
DCCAV Safe Harbor Shelter and Crisis Center  
Family Connection Center  
Family Counseling Center  
Family Counseling Service of Northern Utah  
Family Promise - Salt Lake  
Fourth Street Clinic  
Holy Cross Ministries  
Intermountain Specialized Abuse Treatment Center  
Jewish Family Service  
Legal Aid Society of Salt Lake  
Maliheh Free Clinic  
Midvale City

**Advocacy Partners**
AAA Fair Credit Foundation  
Community Action Partnership of Utah  
Comunidades Unidas  
Legal Aid Society of Salt Lake  
National Alliance on Mental Illness Utah  
Utahns Against Hunger  
Utah Health Policy Project  
Voices for Utah Children

**Consulting Partners**
2M Strategic Consulting  
National Center for Community Schools/Children’s Aid Society  
The Park City Foundation  
Strive  
Promise Neighborhoods Institute at PolicyLink
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