Dear Friends,

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. Together, we are fighting, everyday, to change the odds so all kids can achieve their dreams.

With the help of dedicated partners, teachers, principals, parents, students, donors, advocates, and volunteers, we are making progress. And our goals go far beyond short-term charity for a few.

Our measures of success show impact for entire schools and communities, which have been achieved through powerful partnerships around shared goals that impact every child and family in our community. By putting children and families at the center of our work, collaborating to achieve shared goals, and making data-driven decisions, we are truly creating long-term change that will impact generations to come.

Our Annual Report highlights only some of the innovative work that has happened this past year. To learn more about what we do and how you can be a force for good for families and kids in our community, please visit our website at uw.org.

We give our sincere thanks for the generous and continued support that makes this work possible. We look forward to the future successes we create together!

Bill Crim  
President and CEO  

Scott Ulbrich  
Chair, Board of Directors  

Our Mission  
is to build powerful partnerships that achieve lasting social change.

Our Vision  
is an inclusive community where all people achieve their human potential through education, financial stability, and healthy lives.

United Way of Salt Lake  
Senior Management Team

Bill Crim  
President and CEO  
Erin Laney Barr  
Vice President of Donor Relations and Engagement  
Chiara Cameron  
2-1-1 Managing Director  
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

facebook/uwsaltlake  
twitter@uwsaltlake  
blog.uw.org  
uw.org
At UWSL, we work with hundreds of partners to create lasting social change. We are leveling the playing field so children and families across the Wasatch Front can live their best lives regardless of race, ZIP code, or income.

You can find us out in the community making our goals a reality. We are in schools improving education outcomes and providing students and families with the extra support they need. We are collaborating with local community leaders to identify gaps in systems that hold families back. And we at the Capitol advocating for better health care access and early education opportunities to give future generations their best chance at a successful life.

United Way of Salt Lake works in

9 Promise Partnership Communities

with nearly 180 Promise Partners in 43 community schools and neighborhood centers

to help change the odds for 200,000 low-income kids to in 5 school districts

This year, we worked together with

366 Organizations + 23,427 Donors + 6,984 Volunteers + 58,286 Volunteer Hours + 6,600 Advocates

DONOR NETWORKS = 961 Members + $1.7M Invested + 6,727 Volunteer Hours**

65,590 Calls, Chats, and Texts + 108,535 Referrals + 68,970 Web Sessions + 63,712 App Searches

*Age by Ratio of Income to Poverty Level in the Past 12 Months, 2012-16, American Community Survey (B17024)
** Donor Network volunteer hours are included in overall Volunteer Hours
Elementary Reading Network
The Promise Partnership Elementary Reading Network continued to demonstrate that summer learning loss can be eliminated through effective collaboration. Learning during summer months is a key driver of grade-level achievement, and more than 730 students from 13 schools across Granite, Canyons, and Davis School Districts participated in our summer literacy initiative focused on maintaining students’ reading skills over summer break.

Partnerships for Student Success
Having helped to secure ongoing state funding for high-quality school-based partnerships, UWSL has continued to grow Partnerships for Student Success in Kearns and South Salt Lake, and is helping Canyons School District secure state funds for Midvale. These ongoing funds support cross-sector partnerships focused on ensuring students have the support they need to be successful in school.

Pay for Success
UWSL led efforts to maintain and expand upon the Utah School Readiness Initiative, a program that gives at-risk students access to high-quality preschool instruction. The initiative was created to reduce costs to the state by providing preschool services to children at risk of needing costly special education services. An analysis showed that less than 10 percent of students participating in high-quality preschool needed special education services by 2nd grade, saving the state about $1.7 million.

Public Policy
During the 2018 General Session, state legislators preserved 1,000 high-quality preschool slots created through the Utah School Readiness Initiative, which is paving the way for increased preschool access for children at risk of academic failure. The Utah Legislature also made strides toward closing gaps in literacy instruction and interventions for school districts and created a state funding stream for counselors in elementary schools.

New Partnerships and Growth – Millcreek Promise
Millcreek established a Promise Community with the help of UWSL this year, joining the ranks of other communities such as Kearns and South Salt Lake. Promise Communities work closely with United Way to identify barriers and gaps in resources within their community to level the playing field so all residents can live their best lives.

National Recognition
United Way of Salt Lake’s Promise Partnerships were recognized by StriveTogether as one of 38 Sustaining Gateway partnerships in the country and one of seven communities recognized with a $1M three-year investment by StriveTogether through their Strategic Initiatives Fund. UWSL again received national recognition from the Campaign for Grade-Level Reading for its partnership work focused on summer learning loss and early grade reading.
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. 2017/18 results show that change at this scale is possible!

Kindergarten Readiness Improves

Kick-started education creates the foundation for a lifetime of learning

Children who are ready for kindergarten are more likely to have academic success, attain higher levels of education, and secure jobs. UWSL partnerships have helped more than 4,000 low-income students gain access to high-quality preschool programs since 2014. Recent reading test scores show that students who attend preschool are reading on grade level compared to similar peers who didn’t attend preschool.

3rd Grade Reading Increases

Improving literacy to build long-term academic success

Children who are reading at grade level by the end of third grade are more likely to be successful in not just reading, but across all subject areas. Through concentrated literacy efforts and ensuring kids’ basic needs are being met, South Kearns Elementary, a UWSL community school, dramatically improved literacy for all students in 2017.

Graduation Rates Improve

High School Graduates Build a Stronger Community

Students who graduate high school are less likely to experience poverty, receive public assistance, or become involved in the criminal justice system. Graduation rates for all students are improving in three of United Way of Salt Lake’s four partnering high schools, with Kearns High School seeing the largest growth in the state since 2013.

Health

Breaking Down the Barriers to Good Health

When a child struggles to read the chalkboard, cannot eat due to a toothache, or is dealing with trouble at home, their education is directly impacted. Since 2011, UWSL has worked with its partners to integrate health care into neighborhoods and schools. The number of families with a regular place for health care, health insurance, and immunizations has consistently increased in every UWSL community school.
Math has always been Linda's favorite subject.

The sixth grader's knack for problem solving and equations started early in her schooling at South Kearns Elementary, a United Way community school. Her natural talent led her to join the school's Lego League, where she helps a team of students build and program a robot to compete against other schools.

Last summer, Linda further developed her coding and programming skills through South Kearns’s first-ever STEM Summer Program. The program, made possible with help from United Way of Salt Lake, allowed Linda and nearly 50 of her peers – the vast majority of them girls – to learn the science behind video game design, robotics, and animated storytelling. Linda hopes to pursue math and science throughout her schooling and can’t imagine her future without STEM being part of it.

“At first, I didn’t think coding was something I could do,” Linda said, “but now, I love doing it!”
2017 Financials

**Revenue – $15.6M**

- 46% Community Fund ($7.1M)
- 46%* Major Gifts and Grants ($7.2M)
- 3% Sponsorships ($528K)
- 2% Investment Returns ($377K)
- 2% Other Revenue ($334K)

**Community Investments and Expenditures - $15.6M**

- 66% Programs, Partnerships, and Impact Goals ($9.6M)
- 9% Donor Designations to Other Nonprofit Organizations ($1.3M)
- 17% Fund Development ($2.5M)
- 8% Management and General ($1.1M)

**Balance Sheet**

- $8,406,173 Liabilities
- $20,081,719 Net Assets
- $28,487,892 TOTAL ASSETS

*Total Revenue of $15.6M and Major Gift percentage of 46% 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.

2017 Financials

**Board of Directors**

- **Scott Ulbrich**
  Financial Advisor, Baird
- **Bill Crim**
  President and CEO, United Way of Salt Lake
- **Jennifer Danielson**
  President, Utah Market, Regence BlueCross BlueShield of Utah
- **Zeke Dumke**
  President, Western States Management
- **Jose Enriquez**
  Executive Director/Founder, Latinos in Action
- **Jorge A. Fierro**
  President/CEO, The Fiero Group, Inc.
- **Scarlett Foster-Moss**
  VP, Public Relations and Government Affairs, Swire Coca-Cola
- **Kieu Frisby**
  Managing Director, Goldman Sachs & Co.
- **Terry Grant**
  Utah Market President, KeyBank N.A.
- **Alex Guzman**
  President, IsALERTIA–The Art of Hispanic Marketing
- **Mike Kirby**
  Sales and Marketing Manager, GENCOMM, Inc.
- **Jeff Larsen**
  Vice President-Regulation, Rocky Mountain Power
- **Mark Lucas**
  Principal, Lucas Venture
- **Matt Lyon**
  Chief Operating Officer, WCF Insurance
- **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
- **Mike Rasmuson**
  Director Marketing Services, Williams–Northwest Pipeline
- **Sean Slatter**
  President and CEO, Logistic Specialties, Inc.
- **Scott Sperry**
  EVP and COO, O.C. Tanner
- **Bryan Thomas**
  VP, Technical Operations, Comcast
- **Art Turner**
  VP and General Manager, Enterprise Holdings
- **Tanya Vea**
  VP and General Manager, KSL Media Group
- **Heidi Walker**
  VP Marketing, Salt Lake Chamber
- **Tricia Warnken**
  General Manager, City Creek Center
- **Ruth V. Watkins, Ph.D.**
  Sr. VP for Academic Affairs, University of Utah
- **Senator Todd Weiler**
  Utah State Senate

**Revenue – $15.6M**

- 46% Community Fund ($7.1M)
- 46%* Major Gifts and Grants ($7.2M)
- 3% Sponsorships ($528K)
- 2% Investment Returns ($377K)
- 2% Other Revenue ($334K)

**Community Investments and Expenditures - $15.6M**

- 66% Programs, Partnerships, and Impact Goals ($9.6M)
- 9% Donor Designations to Other Nonprofit Organizations ($1.3M)
- 17% Fund Development ($2.5M)
- 8% Management and General ($1.1M)

**Balance Sheet**

- $8,406,173 Liabilities
- $20,081,719 Net Assets
- $28,487,892 TOTAL ASSETS

*Total Revenue of $15.6M and Major Gift percentage of 46% 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.

2017 Financials

**Board of Directors**

- **Bill Crim**
  President and CEO, United Way of Salt Lake
- **Jennifer Danielson**
  President, Utah Market, Regence BlueCross BlueShield of Utah
- **Zeke Dumke**
  President, Western States Management
- **Jose Enriquez**
  Executive Director/Founder, Latinos in Action
- **Jorge A. Fierro**
  President/CEO, The Fiero Group, Inc.
- **Scarlett Foster-Moss**
  VP, Public Relations and Government Affairs, Swire Coca-Cola
- **Kieu Frisby**
  Managing Director, Goldman Sachs & Co.
- **Terry Grant**
  Utah Market President, KeyBank N.A.
- **Alex Guzman**
  President, IsALERTIA–The Art of Hispanic Marketing
- **Mike Kirby**
  Sales and Marketing Manager, GENCOMM, Inc.
- **Jeff Larsen**
  Vice President-Regulation, Rocky Mountain Power
- **Mark Lucas**
  Principal, Lucas Venture
- **Matt Lyon**
  Chief Operating Officer, WCF Insurance
- **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
- **Mike Rasmuson**
  Director Marketing Services, Williams–Northwest Pipeline
- **Sean Slatter**
  President and CEO, Logistic Specialties, Inc.
- **Scott Sperry**
  EVP and COO, O.C. Tanner
- **Bryan Thomas**
  VP, Technical Operations, Comcast
- **Art Turner**
  VP and General Manager, Enterprise Holdings
- **Tanya Vea**
  VP and General Manager, KSL Media Group
- **Heidi Walker**
  VP Marketing, Salt Lake Chamber
- **Tricia Warnken**
  General Manager, City Creek Center
- **Ruth V. Watkins, Ph.D.**
  Sr. VP for Academic Affairs, University of Utah
- **Senator Todd Weiler**
  Utah State Senate
Thank you to our generous donors for your vision and commitment that is driving large scale social change along the Wasatch Front.

COMMUNITY CHANGEMAKERS: $1,000,000 +

Anonymous
Call & Maggelet Family
CHASE
CHG Healthcare Services, Inc.
Comcast
Daniels Fund
Dominion Energy
Enterprise Rent-A-Car
George S. & Dolores Doré
Eccles Foundation
Intermountain Healthcare
Jon and Karen Huntsman
Kern C. and Carolyn Gardner
Larry H. and Gail Miller Family Foundation
Michael and Donna Weinholdt
O.C. Tanner
Savage
State of Utah Department of Human Services
State of Utah/ Utah State Board of Education
The Boyer Company
The Church of Jesus Christ of Latter-day Saints
The Mark & Kathie Miller Foundation
UPS
WCF Insurance
Williams–Northwest Pipeline
Zions Bank

CHAMPIONS: $50,000 +

Aetna
Alliance Data
Allison and Barry Bridges
ARUP Laboratories
Associated Food Stores, Inc.
AT&T
Balkamp, Inc. Western Division
Bank of America
Becky and Kevin Potts
BMW of Murray
Brian and Rachel Jepperson
CBIZ MHM, LLC
Cirris Systems Corporation
Citi
Colleen Larkin Bell and Jim Bell
Community Nursing Services
Craig and Christy Wagstaff
Dave and Nancy Dean
Dave and Sarah Wolach
David R. and Deanna D. Golden
Davis County
Davis School District/ Davis Education Foundation
Deseret Mutual Benefit Administrators
Emma Eccles Jones Foundation
Fabian VanCott
Federal Reserve Bank of San Francisco
Salt Lake City Branch
Gary S. Sackett
Granite School District
H&R Block
Harris and Amanda Simmons
J.B. Pritzker
J.D. and Laura Ashby
Jack and Melinda Pelo
James W. and Tammy G. Felt
Jane and Tami Marquardt
JCPenney Shared Services Center
Jennifer and Shane Smith
John and Andrea Miller
John B. and Flora D’Arcy

INNOVATORS: $500,000 +

Costco Wholesale
GE Healthcare
Goldman, Sachs & Co.
Love Communications
Management & Training Corporation
Northrop Grumman Innovation Systems
Peter M. and Paula Green Johnson
Rocky Mountain Power
a Division of PacifiCorp
Salt Lake County
Siemer Institute for Family Stability
Sorenson Legacy Foundation
State of Utah– Department of Workforce Services
Susan B. and David R. Spafford
The Church of Jesus Christ of Latter-day Saints Foundation
University of Utah
Vista Outdoor
Wells Fargo

VISIONARIES: $250,000 +

3M Health Information Systems
American Express
Andeavor
CAMBIA Health Foundation
Cargill, Inc. Industrial Salt Division
CenturyLink
Deseret Management
Corporation Companies
EnerBank USA
Hexcel Corporation
Kern River Gas Transmission Company
KSL Media Group
Nordstrom, Inc.
Parsons Behle & Latimer
Regence BlueCross BlueShield of Utah
State of Utah Employees
StriveTogether
Swire Coca-Cola, USA
Thomas and Candace Dee
Family Foundation
U.S. Bank
United Way of Salt Lake Employees
Utah Health Policy Project

PACESETTERS: $100,000 +

A. Scott and Jesselie Anderson
AAA Northern California, Nevada, Utah
Baird
Ballard Spahr, LLP
Bard Access Systems, Inc.
Beneficial Life Insurance Company
Bob Keener
Catherine and Sean Statter
Chevron, USA Inc.
Deloitte & Touche, LLP
Delta Air Lines
Deluxe Corporation
Edwards Lifesciences
EY
FedEx
Harland Clarke American
Customer Contact Center
Holland & Hart LLP
HeartMedia
Jacobsen Construction Company, Inc.
Jennifer P. Speers
John and Anne Milliken
Kellogg
KeyBank Foundation
KeyBank N.A.
LeeAnne and Chris Linderman
Logistic Specialties, Inc.
Macy’s, Inc.
Mark Miller Subaru, LLC
Mark Miller Toyota, LLC
Norman C. Tanner and Barbara L. Tanner First Charitable Trust
PricewaterhouseCoopers, LLP
Rockwell Collins
Ron and Janet Jibson
Scheels
Scott and Sue Ulbrich
TD Williamson Global Pipeline
Integrity Center
The Florence J. Gillmor Foundation
The Robert Wood Johnson Foundation
UnitedHealth Group
University of Utah Hospitals and Clinics
Utah Department of Public Safety– Division of Emergency Management
Utah Metal Works, Inc.
Utah Transit Authority
Utility Trailer Manufacturing Co.
Wasatch Electric A Division of Dynalectric
Xerox Corporation
Zachry Group

Cornerstone Partners

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

CenturyLink
CHG Healthcare, Inc.
Comcast
Cummins Rocky Mountain, LLC
Deluxe Corporation
Dominion Energy
Edwards Lifesciences
Emma Eccles Jones Foundation
Enterprise Rent-A-Car
First National Bank of Layton
Intermountain Healthcare
Jacobsen Construction Company, Inc.
Kern River Gas Transmission Company
A Berkshire Hathaway Energy Company
Management & Training Corporation
Northrop Grumman Innovation Systems
Parsons Behle & Latimer

Jones Waldo
Karen M. Macon
Keith D. and Nancy Rattle
L. Bradley and Sandee Burton
M H T N Architects, Inc.
Mona Lyman Burton
 Nationwide Insurance
Neil and Ashley Hafer
Norman C. Tanner and Barbara L. Tanner 2nd Charitable Support Trust
Paul F. Stringham
Quantronix, Inc.
Ray and Janet Pickup
Ray Quinnney & Nebeker
Rio Tinto - Kencrcott
Robert and Alane Boyd
Ross D. Stokes
Scott and Cheri Beck
Smith’s Food and Drug Stores, Inc.
Spencer F. Eccles
Stephanie and Thomas Scheffler
Stephen and Alisa Parks
Stoel Rives, LLP
Synchrony Financial
The Katherine W. Dumke and Ezekiel R. Dumke, Jr. Foundation
Theodore G. Schmidt, Jr.
Michelle and Timothy C. Hollingsed
Tom and Jamie Love
TURN Community Services
Union Pacific Railroad
US Magazines LLC
USVereUtah–Utah Commission on Service and Volunteerism
Utah System of Higher Education
State Board of Regents
Wal-Mart Foundation
Wal-Mart Stores, Inc.
*Four donors wish to remain anonymous

This list includes 2013-2018 donations.