

# Annual Report



2017-2018



United Way of Salt Lake



## 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.

## 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](http://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

### 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










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.


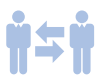
You can find us out in the community making our goals a reality. We are in schools improving education outcomes and providing students and families with the extra support they need. We are collaborating with local community leaders to identify gaps in systems that hold families back. And we at the Capitol 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**         with nearly **180** Promise Partners in **43**  community schools and neighborhood centers

to help change the odds for **200,000 LOW-INCOME KIDS** in 5 school districts

This year, we worked together with **366**  **23,427**  **6,984**  **58,286**  **6,600**   
Organizations Donors Volunteers Volunteer Hours Advocates

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

**2-1-1**   **65,590** + **108,535** + **68,970** + **63,712**  
Calls, Chats, and Texts Referrals Web Sessions 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





**With the help of our dedicated community partners, donors, volunteers, and advocates, UWSL is making strides toward achieving our outcomes. Below are just a few accomplishments from 2017-18**

### 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.







# 2017/18 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. 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

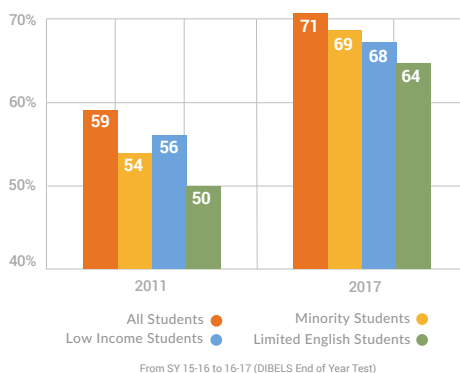
Children who are ready for kindergarten are more likely to have academic success, attain higher levels of education, and secure jobs. UWSL partnerships have helped more than 4,000 low-income students gain access to high-quality preschool programs since 2014. Recent reading test scores show that students 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.

3rd Grade Reading at South Kearns Elementary Increased

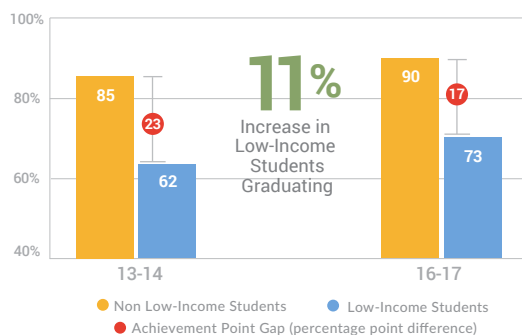


## Graduation Rates Improve

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.

Students Graduating High School in Four Years



## 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.





## Linda's STORY

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!"**

## Funded Partners

AAA Fair Credit  
Alliance House  
AmeriCorps  
And Justice For All  
Big Brothers Big Sisters  
Bountiful Community Food Pantry  
Boy Scouts of America, Great Salt Lake Council  
Boys and Girls Club  
Canyons School District  
Catholic Community Services of Utah  
Children's Services Society  
Christian Center of Park City  
City of South Salt Lake  
Community Action Partnership of Utah  
Community Education Partnership  
Community Nursing Services  
Comunidades Unidas  
Davis School District  
DCCAV- Safe Harbor Shelter and Crisis Center  
EATS Park City  
English Skills Learning Center  
Family Connection Center  
Family Counseling Center  
Family Counseling Service of Northern Utah  
Family Support Center  
First Step House  
Granite School District  
Guadalupe School  
Holy Cross Ministries

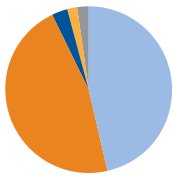
House of Hope  
International Rescue Committee  
Jewish Family Service  
Junior Achievement of Utah  
Kostopulos Dream Foundation/Camp K  
Latinos in Action  
Legal Aid Society of Salt Lake  
Maliheh Free Clinic  
Midtown Health Clinic  
Midvale Community Building Community  
Mountaintops Community Housing Association  
National Alliance on Mental Illness  
Neighborhood House Association  
Odyssey House, Inc.  
Park City Foundation  
Park City School District  
Peace House, Inc.  
People's Health Clinic  
Polizzi Foundation  
Refugee and Immigrant Center-Asian Association of Utah  
Salt Lake County Youth Services  
South Valley Services  
The Children's Center  
The Green Urban Lunch Box  
The Haven  
The INN Between  
The Road Home  
The Salvation Army  
The Sharing Place

TURN Community Services  
United Way of Utah County  
University of Utah Reading Clinic  
Utah AIDS Foundation  
Utah Community Action (formerly Salt Lake CAP)  
Utah Food Bank  
Utah Health and Human Rights Project  
Utah Legal Services  
Utah Office of Guardian ad Litem/CASA  
Utah Partners for Health  
Volunteers of America  
Wasatch Homeless Health Care, Inc (Fourth Street Clinic)  
YMCA  
YWCA of Salt Lake City  
Utahns Against Hunger  
Voices for Utah Children  
Utah Health Policy Project  
Utah Parent Center

UWSL works with dozens of other public, nonprofit, and private sector partners through our community schools, neighborhoods, and regional Promise Partnerships. For a complete list, visit [uw.org](https://www.uw.org).



# 2017 Financials



## \*Revenue – \$15.6M

**46%**

Community Fund (\$7.1M)

**46%\***

Major Gifts and Grants (\$7.2M)

**3%**

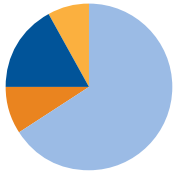
Sponsorships (\$528K)

**2%**

Investment Returns (\$377K)

**2%**

Other Revenue (\$334K)



## Community Investments and Expenditures - \$15.6M

**66%**

Programs, Partnerships, Grants, and Impact Goals (\$9.6M)

**9%**

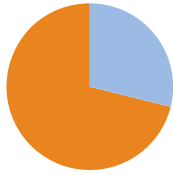
Donor Designations to Other Nonprofit Organizations (\$1.3M)

**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.



## 2017-18 Board of Directors

### Scott Ulbrich

Financial Advisor  
Baird

Chair, Board of Directors  
United Way of Salt Lake

### Jay Francis

Executive Vice President Corporate Affairs  
& Miller Family Philanthropy  
Larry H. Miller Group of Companies

Incoming 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

### Colleen Larkin Bell

Chair, Governance & Ethics  
Vice President and General Manager  
Dominion Questar

### Mayor Jackie Biskupski

Salt Lake City

### Mark Bouchard

Senior Managing Director  
CBRE

### Rob Carpenter

Executive Director/Region Manager  
JPMorgan Chase

### Rebecca Chavez-Houck

Utah House of Representatives

### Chris Christiansen

SVP, Market Executive  
Bank of America-Merrill Lynch

### 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 Fierro 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  
laGALERIA-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

### Kevin Potts

Vice President and COO  
Union Pacific Railroad Employees  
Health Systems

### 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 Veal

VP and General Manager  
KSL Media Group

### Heidi Walker

VP Marketing  
Salt Lake Chamber

### Tricia Warnken

General Manager, City Creek Center  
CHG Healthcare

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

## INNOVATORS: \$500,000 +

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

## VISIONARIES: \$250,000 +

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

## PACESETTERS: \$100,000 +

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

## CHAMPIONS: \$50,000 +

Aetna	Jones Waldo
Alliance Data	Karen M. Macon
Allison and Barry Bridges	Keith O. and Nancy Rattie
ARUP Laboratories	L. Bradley and Sandee Burton
Associated Food Stores, Inc.	M H T N Architects, Inc.
AT&T	Mona Lyman Burton
Balkamp, Inc. Western Division	Nationwide Insurance
Bank of America	Neil and Ashley Hafer
Becky and Kevin Potts	Norman C. Tanner and Barbara L. Tanner 2nd Charitable Support Trust
BMW of Murray	Paul F. Stringham
Brian and Rachel Jepperson	Quantronix, Inc.
CBIZ MHM, LLC	Ray and Janet Pickup
Cirris Systems Corporation	Ray Quinney & Nebeker
Citi	Rio Tinto - Kennecott
Colleen Larkin Bell and Jim Bell	Robert and Alane Boyd
Community Nursing Services	Ross D. Stokes
Craig and Christy Wagstaff	Scott and Cheri Beck
Dave and Nancy Dean	Smith's Food and Drug Stores, Inc.
Dave and Sarah Wolach	Spencer F. Eccles
David R. and Deanna D. Golden	Stephanie and Thomas Scheffler
Davis County	Stephen and Alisa Parks
Davis School District/ Davis Education Foundation	Stoel Rives, LLP
Deseret Mutual Benefit Administrators	Synchrony Financial
Emma Eccles Jones Foundation	The Katherine W. Dumke and Ezekiel R. Dumke, Jr. Foundation
Fabian VanCott	Theodore G. Schmidt Jr.
Federal Reserve Bank of San Francisco	Michelle and Timothy C. Hollingsed
Salt Lake City Branch	Tom and Jamie Love
Gary G. Sackett	TURN Community Services
Granite School District	Union Pacific Railroad
H&R Block	US Magnesium LLC
Harris and Amanda Simmons	UServeUtah–Utah Commission on Service and Volunteerism
J.B. Pritzker	Utah System of Higher Education
J.D. and Laura Ashby	State Board of Regents
Jack and Melinda Pelo	Wal-Mart Foundation
James W. and Tammy G. Felt	Wal-Mart Stores, Inc.
Jane and Tami Marquardt	
JCPenney Shared Services Center	
Jennifer and Shane Smith	
John and Andrea Miller	
John B. and Flora D'Arcy	

\*Four donors wish to remain anonymous

*This list includes 2013-2018 donations.*

## Cornerstone Partners

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

CenturyLink	PEGUS Research
CHG Healthcare, Inc.	Regence BlueCross BlueShield of Utah
Comcast	Rockwell Collins
Cummins Rocky Mountain, LLC	Rocky Mountain Power: A Division of PacifiCorp
Deluxe Corporation	Savage
Dominion Energy	Scheels
Edwards Lifesciences	Sweet Candy Company
Emma Eccles Jones Foundation	The Church of Jesus Christ of Latter-day Saints Foundation
Enterprise Rent-A-Car	U.S. Bank
First National Bank of Layton	Utah Metal Works, Inc.
Intermountain Healthcare	WCF Insurance
Jacobsen Construction Company, Inc.	Wells Fargo
Kern River Gas Transmission Company: A Berkshire Hathaway Energy Company	Williams–Northwest Pipeline
Management & Training Corporation	Zions Bank
Northrop Grumman Innovation Systems	
Parsons Behle & Latimer	