

# Annual Report



2016-2017



United Way of Salt Lake

## Mission

We build powerful partnerships that achieve lasting social change.

## Vision

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

## Dear Friends,

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

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

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

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



Bill Crim  
*President and CEO*



Scott Ulbrich  
*Chair, Board of Directors*

United Way of Salt Lake  
Senior Management Team

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



There is **Something Special** happening here.

Our mission is to change the world, and it starts in our own backyard. Through partnerships that bring people and organizations together, we're giving everyone the chance to live their best life.

### How do we fight to change the odds?

Together, we build partnerships—in schools and communities, we bring resources together to remove the barriers that kids and families face.

We unite schools and neighborhoods around a shared vision, and align big system supports to achieve social change that lasts.

United Way of Salt Lake works in **8** Promise Partnership Communities



with nearly **170** Promise Partners in



community schools and neighborhood centers

to help change the odds for **137,000 LOW-INCOME KIDS** in 4 school districts

This year, we worked together with



**366**

Organizations



**23,427**

Donors



**6,985**

Volunteers



**26,950**

Hours Worked



**7,772**

Advocates

**DONOR NETWORKS**



**805**  
Members



**\$1.9M**  
Invested



**6,522**  
Volunteer Hours



Connected



**83,604**  
Total Calls

and made

**141,866**  
Referrals





## Reducing Summer Learning Loss

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

### Grade-Level Reading “Pacesetter”

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



## Changemaker Series

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

## Legislative Wins

 **\$1 MILLION** invested in Partnerships for Student Success

**\$650,000** secured in ongoing funds for 

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

## A New UW.ORG

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

### “Sustaining Gateway” Recognition

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



## Promise Bountiful

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

## Reducing Chronic Absence

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

## Pay for Success

UWSL continues to manage the first “pay for success” transaction in the country to repay its investors, and one of only two that have reached that stage - allowing more than 3,000 children to access high-quality preschool.



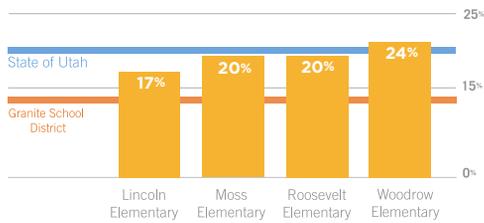
UWSL invests donor dollars to create change that lasts. Our measures of success show impact for the schools, communities, and regions where we focus our work. 2016/17 results show that change at this scale is possible!



### 3RD GRADE READING INCREASES ↑

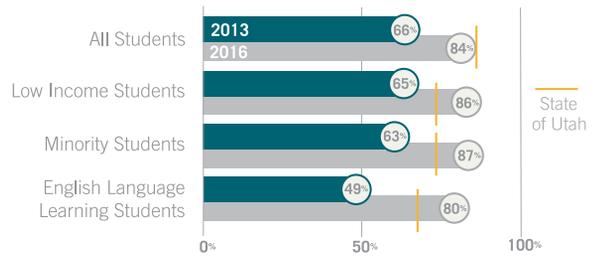
South Salt Lake is rich with diversity—more than 25 languages are spoken in each of its schools. English language learning students are outperforming the rest of Granite School District in third grade language arts proficiency, a key indicator of future academic success. At Woodrow Wilson Elementary,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

#### South Salt Lake Students Surpassing District and State Benchmarks



### GRADUATION RATES IMPROVE ↑

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



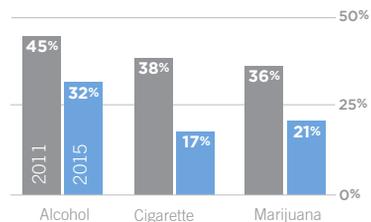
Source: SY 2013 and SY 2016 High School Graduation, USBE



### HEALTH OUTCOMES

#### Substance Abuse Declining in South Salt Lake

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



Source: 2011 and 2015 SHARP Survey

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



### 8TH GRADE MATH INCREASES ↑ Community School Students Outpacing Peers

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



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



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

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

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

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

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

## Promise Partners

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

### COLLECTIVE IMPACT PARTNERS

- AmeriCorps
- Ability Found
- Asian Association of Utah
- Big Brothers Big Sisters
- Boy Scouts of America, Great Salt Lake Council
- Boys and Girls Club
- Canyons School District
- Catholic Community Services of Utah\*
- City of South Salt Lake
- Comunidades Unidas
- Community Education Partnership
- Community Nursing Services\*
- Davis Behavioral Health
- Davis School District
- English Skills Learning Center
- Family Counseling Service of Northern Utah
- Family Connection Center\*
- Family Dental Plan
- Granite School District
- Guadalupe School
- Holy Cross Ministries\*
- International Rescue Committee
- Junior Achievement of Utah
- Latinos in Action
- Midtown Health Clinic
- Park City Foundation
- Park City School District/ Park City Education Foundation
- People’s Health Clinic
- Roseman University of Health Sciences
- Salt Lake Community Health Centers, Inc - Health Access Project

- Salt Lake County Youth Services
- United Way of Utah County
- University of Utah Reading Clinic
- University of Utah School of Dentistry
- Utah Community Action \*
- Utah Health Policy Project\*
- Utah Partners for Health\*
- Voices for Utah Children
- YMCA of Northern Utah\*

### COMMUNITY SUPPORT PARTNERS

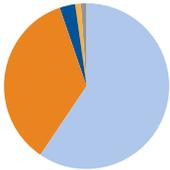
- AAA Fair Credit Foundation\*
- Bountiful Community Food Pantry\*
- Camp Kostopolos
- Children’s Service Society of Utah
- Christian Center of Park City\*
- Community Action Partnership of Utah\*
- Davis County Health Department
- DCCA-V- Safe Harbor Shelter and Crisis Center
- Eye Care 4 Kids
- Family Counseling Center
- Family Promise - Salt Lake
- Family Support Center\*
- Fit To Recover, Inc.
- Helping Hand Association dba The Haven
- House of Hope
- Intermountain Specialized Abuse Treatment Center (ISAT)
- Jewish Family Service\*
- Legal Aid Society of Salt Lake
- Maliheh Free Clinic\*
- Midvale Community Building Community Inc.\*
- Mountainlands Community Housing Trust

- National Alliance on Mental Illness Utah\*
- Neighborhood House Association
- Odyssey House, Inc. - Utah
- Peace House, Inc.
- Pioneer Adult Rehabilitation Center
- Polizzi Foundation
- Project Reality
- Rape Recovery Center
- Salt Lake Donated Dental Services
- South Valley Services
- The Children’s Center
- The INN Between
- The Road Home\*
- The Salvation Army; a California Corporation
- The Sharing Place
- TURN Community Services, Inc.
- Utah AIDS Foundation
- Utah Food Bank
- Utah Health and Human Rights Project
- Utah Legal Services
- Utah Nonprofits Association
- Utah Office of Guardian ad Litem/CASA
- Utah Valley University
- Utah’s Against Hunger
- Valley Mental Health dba Valley Behavioral Health
- Volunteers of America, Utah
- Wasatch Community Gardens
- Wasatch Homeless Health Care, Inc (Fourth Street Clinic)
- YWCA of Utah

\* Both Collective Impact/Community Support Partners

# 2016 Financials

## \*Revenue - \$15.5M



**59%**  
Community Fund (\$9.2M)

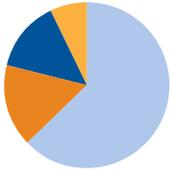
**35%\***  
Major Gifts and Grants (\$5.5M)

**3%**  
Sponsorships (\$464K)

**1%**  
Investment Returns (\$146K)

**2%**  
Other Revenue (\$220K)

## Community Investments and Expenditures - \$15.6M



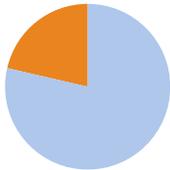
**63%**  
Programs, Community Collaboration, and Impact Goals (\$9.9M)

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

**14%**  
Fund Development (\$2.2M)

**7%**  
Management and General (\$1M)

## Balance Sheet



**\$6,332,853**  
Liabilities

**\$23,576,965**  
Net Assets

**\$29,909,818**  
TOTAL ASSETS

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

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



2016-17

## Board of Directors

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Baird

Chair, Board of Directors  
United Way of Salt Lake

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Director of Enterprise Sales Support  
UPS

**Cathy Angstman**  
Senior VP and Financial Advisor  
Morgan Stanley Wealth Management

**Kirk Aubry**  
President and CEO  
Savage Services

**Mayor Jackie Biskupski**  
Salt Lake City

**Mark Bouchard\***  
Senior Managing Director  
CBRE

**Jake Boyer\***  
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Swire Coca-Cola, USA

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Utah House of Representatives

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President and CEO  
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Regence BlueCross BlueShield of Utah

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Orbital ATK Flight Systems

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Executive Director/Founder  
Latinos in Action

**Jorge A. Fierro**  
Rico The Fierro Group Inc.

**Jay Francis\***  
Executive Vice President Corporate Affairs & Miller Family Philanthropy  
Larry H. Miller Group of Companies

**Kieu Frisby**  
Managing Director  
Goldman, Sachs & Co.

**Laren Gertsch**  
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Northwest Pipeline  
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KeyBank N.A.

**Alex Guzman**  
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laGALERIA—The Art of Hispanic Marketing

**Neil Hafer**  
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**Speaker Greg Hughes**  
Utah House of Representatives

**Merlin Jensen**  
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Comcast

**Paula Green Johnson\***  
Community Advocate

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Rocky Mountain Power

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WCF Insurance

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Zions Bancorporation

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Management & Training Corporation

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Salt Lake County

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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

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Shareholder  
Parsons Behle & Latimer

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Union Pacific Railroad Employees Health Systems

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Director Marketing Services  
Williams-Northwest Pipeline

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Vice President, Sales  
O.C. Tanner

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**Tanya Vea**  
VP and General Manager  
KSL Media Group

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Sr. Vice President for Academic Affairs  
University of Utah

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Chief Operating Officer  
Salt Lake Chamber

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General Manager, City Creek Center  
The Taubman Company, LLC

**Senator Todd Weiler**  
Utah State Senate

**Michael Weinholtz**  
Executive Chairman  
CHG Healthcare Services

**Thomas Wright**  
President  
Summit Sotheby's International Realty

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

\* 2016-17 Executive Committee Members

# Thank You to our generous sponsors

## Changing the Odds Campaign Investors

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

### \$5,000,000 +

Daniels Fund

### \$2,000,000 +

The Church of Jesus Christ of Latter-day Saints  
The Mark and Kathie Miller Foundation

### \$1,000,000 +

Anonymous

George S. and Dolores Doré Eccles Foundation  
Kem C. and Carolyn Gardner Family

Julianne Gardner Arnell and Weston Arnell, Susan Gardner Folau and Sitani Folau, Andrew Barnes Gardner and Angela Gardner, Christian Kem Gardner and Marie Gochnour Gardner, Matthew Lincoln and Amy Gardner, Kimberly Gardner Martin and JT Martin

Jon and Karen Huntsman

Intermountain Healthcare

Larry H. and Gail Miller Family Foundation

Savage

The Weinholtz Family Foundation

### \$500,000 and above

The Boyer Company

JPMorgan Chase

Peter M. and Paula Green Johnson

Sorenson Impact Foundation

Utah Department of Workforce Services

Zions Bank

### \$250,000 and above

Cambia Health Foundation

Thomas and Candace Dee Family Foundation

Goldman Sachs

Questar

Salt Lake County

Siemer Institute for Family Stability

Workers Compensation Fund Insurance

### \$100,000 and above

Jennifer P. Speers

KeyBank and KeyBank Foundation

John and Anne Milliken

University of Utah Hospitals and Clinics

Wells Fargo

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

## Community Champions

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

See all our 2016-2017 Community Champions at  
[UW.ORG/Champions](http://UW.ORG/Champions)

## Cornerstone Partners

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

### \$100,000 and above



### \$50,000 - \$99,999



### \$25,000-\$49,999

Comcast

GE Healthcare

Hexcel Corporation

Jacobsen Construction Company, Inc.

KSL Broadcast Group

Orbital ATK Flight Systems

UPS

Utility Trailer Manufacturing Co.

Wells Fargo Bank

### \$10,000-\$24,999

Cargill, Inc. Industrial Salt Division

Deluxe Corporation

Edwards Lifesciences

Emma Eccles Jones Foundation

Kern River Gas Transmission Company

Parsons Behle & Latimer

Regence BlueCross BlueShield of Utah

Swire Coca-Cola, USA

TD Williamson Global Pipeline Integrity

U.S. Bank

### \$5,000-\$9,999

Nationwide Insurance

Synchrony Financial

Target Stores, Inc.

Utah Metal Works, Inc.

Zachry Group

### UP TO \$4,999

AcuSport

Ash Grove Cement Company

Beneficial Financial Group

Best Buy Retail District 57

Bonneville Communication

Border States Electric

CenturyLink

Chevron USA, Inc.

Cirris Systems Corporation

Deseret Book

Deseret Digital Media

Deseret News Publishing

Deseret Management Corporation

First National Bank of Layton

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