



United Way of Salt Lake's
PROMISE
CHANGING THE ODDS



2014-2015 / ANNUAL REPORT to the COMMUNITY

Dear Friends,

We are very proud of the work being done and are deeply grateful for the support of so many organizations and individuals who partner with us and share our promise to *Change the Odds* so that every child succeeds, every step of the way, from cradle to career.

Together, we are pursuing lasting social change on some of the toughest challenges we face—poverty, poor health, and lagging educational achievement. By staying focused on the principles of Collective Impact, which puts children and families at the center of our work, we are creating long-term change. This year:

- Nearly 3,500 low-income three- and four-year-olds have been connected to early learning opportunities. Children attending this high-quality program have increased rates of kindergarten readiness, improving the likelihood that they will graduate and go on to college.
- Third grade reading increased by as much as 20 percent in some Promise Partnership communities because of the intentional work of partners, teachers, principals, parents, and volunteers all focused on ensuring kids are on track.
- Dozens of students are now on track to graduate, due in part to the employees of our corporate partners who volunteered as math tutors. These volunteers helped ensure that ninth graders made up lost credits and didn't start high school already behind.
- Kids and families now have access to vision and dental care at school due to Collective Impact partnerships. These partnerships are removing barriers like poor vision or painful tooth decay, so kids can focus on learning.
- Through intentional partnerships, young people are getting connected to mentors who help shape and influence their futures.

This annual report highlights just some of our innovative work during the past year. Please visit our website at uw.org to learn more about how dedicated partners, donors, advocates, and volunteers are working together with United Way of Salt Lake to build a brighter, stronger, and more vibrant community where every child can thrive. Please accept our sincere thanks for your generous and continued support and partnership. We look forward to the future successes we create together.



Allen B. Alexander
Chair, Board of Directors
Chairman, Savage



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

United Way of Salt Lake Senior Management Team

Deborah Bayle _____ President and CEO
Rebecca Dutson _____ Executive Vice President and Chief Development Officer
Bill Crim _____ Senior Vice President of Collective Impact and Public Policy
Kevin Grimmett _____ Chief Financial Officer
Jerilyn Stowe _____ Vice President of Marketing and Communications

OUR WORK

COLLECTIVE IMPACT

A NEW WAY TO SOLVE OLD PROBLEMS



Changing the Odds 2014-2015

This year, United Way of Salt Lake worked together with



2-1-1 Urah
Get Connected. Get Answers. CONNECTED



104,459
INDIVIDUALS

AND MADE



159,289
REFERRALS



COLLECTIVE IMPACT = shared goals and results + data-driven decision-making and continuous improvement + alignment of policies and programs + open communication that puts **RESULTS FOR CHILDREN** at the center of our work.

Promise Partners are nonprofit, education, community, and business leaders who are working together using a Collective Impact framework. Together, partners are committed to pursuing lasting social change on some of our toughest challenges.

United Way of Salt Lake works with seven Promise Partnerships:

- Promise Clearfield
- Promise Kearns
- Promise Refugee Youth
- Promise West Valley
- Promise Guadalupe
- Promise Park City
- Promise South Salt Lake

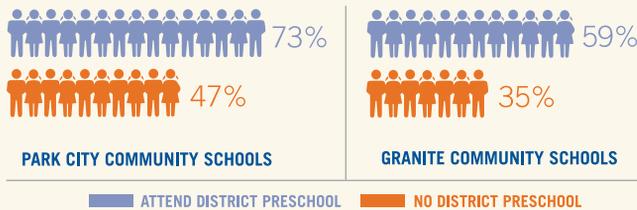
Collective Impact

Below are examples of transformative community-level results achieved this past year

High-Quality Preschool Prepares Students for Kindergarten.

In 2013, United Way of Salt Lake launched the first-ever pay for success financing vehicle focused on expanding access to high-quality preschool for at-risk children. Children who attend this program have higher rates of kindergarten readiness, compared to children who do not.

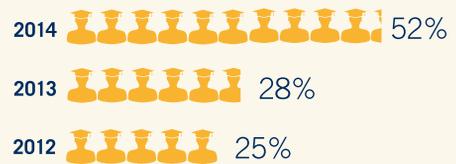
KINDERGARTEN READINESS



Junior High School Kids are on Track to Graduate.

At Granite Park Jr. High Community School, the percentage of students completing ninth grade who are on track to graduate (as measured by passage of core courses) has more than doubled since we began our current partnership in 2012.

PERCENTAGE OF 9TH GRADERS ON TRACK TO GRADUATE



Third Grade Readers Make Tremendous Gains.

At the end of the 2013-14 school year, 62 percent of third graders in all 12 Promise Partner Elementary Community Schools were reading on grade level as opposed to 53 percent at the beginning of the year. In South Salt Lake, the growth was 15 percent and at Guadalupe School students improved 20 percent (as measured by DIBELS assessment).

3RD GRADE READING GROWTH

ALL PROMISE PARTNERSHIPS	53%	62%	+9%
PROMISE SOUTH SALT LAKE	32%	47%	+15%
PROMISE GUADALUPE	36%	56%	+20%
	BEGINNING OF YEAR 9/2013	END OF YEAR 5/2014	GROWTH

Promise Partners are Removing Barriers to Learning.

This year, partners and donors aligned their work to ensure students and their families have access to needed vision and dental care. Through after-hours clinics at Community Schools, partners are providing much more than simple screenings; they are helping ensure kids can see the board in class by providing glasses to those who need them and are not in pain due to untreated dental issues.



Donor Network members come together to create change while building personal, professional, and philanthropic networks. In addition to financial contributions, members are our **community's most dedicated volunteers and advocates** for long-term change.



\$10,000 INVESTMENT ANNUALLY
85 MEMBERS
\$1m INVESTED



\$1,500 INVESTMENT ANNUALLY
201 MEMBERS
\$455k INVESTED
572 HOURS VOLUNTEERED



40 AND OLDER
\$1,500 INVESTMENT ANNUALLY
228 MEMBERS
\$521k INVESTED
137 HOURS VOLUNTEERED



UNDER 40
\$1,000 INVESTMENT ANNUALLY
263 MEMBERS
\$350k INVESTED
264 HOURS VOLUNTEERED



Engagement

5,700 volunteers from **130** companies participated in **135** one-day service projects during United Way **Day of Caring**. Volunteer projects ranged from reading in classrooms and art, activities, and career fairs with students to maintenance projects like painting and other community beautification. Collectively, volunteers saved the community **\$520,000** in labor costs alone.

In addition, more than **1,600 volunteers** from our corporate partners participated in more than **100 service projects** that benefit United Way of Salt Lake Promise Partnerships and Community Schools throughout the year. Volunteers participated in ongoing projects to help struggling students through one-on-one tutoring and mentoring. Volunteers also participated in one-day projects or events with students and held donation drives for school supplies, books, or other needed items.

United Way of Salt Lake **Women's Leadership Council** and other **Donor Networks** partnered with Cottonwood High School, Big Brothers Big Sisters of Utah, and Latinos in Action, to launch **Mentor 2.0**. Through this innovative program, students and mentors email each other weekly and meet monthly. Mentors and mentees focus on self-advocacy, optimism, resilience, and building social capital. Mentor 2.0 has had incredible success, with high levels of engagement and increased college aspirations among participants, outperforming programs across the country in its initial year.



United Way of Salt Lake advocates stepped up in support of our public policy agenda in a big way! During the 2015 Legislative Session, advocates sent 5,844 emails to legislators and over 100 joined us on Capitol Hill. Because of their efforts, the Utah State Legislature expanded the partnership between United Way 2-1-1 and the state of Utah with a **\$550,000** appropriation. As a coalition partner in support of the Healthy Utah Plan, UWSL advocates also helped send **23,528** emails to their legislators.



uwsallake uwsl unitedwaysl uwslhub.org uwsl

2013-14 FINANCIAL STATEMENTS

Assets	\$27,774,050
Liabilities	\$4,102,841
Net Assets	\$23,671,209

Revenue

Community Fund	\$9,522,111
Donor Directed Funds	-2,719,212
Changing the Odds Campaign	366,750
Restricted grants	812,123
Sponsorships	464,275
In-kind contributions	762,085
Investment returns	748,860
Other	65,360
Total Revenue	\$10,022,352

Expenses

Supporting Services	\$3,845,318
Programs	\$8,800,717
Total Expenses	\$12,646,035

Change in Net Assets (\$2,623,683)

See complete audited financial statements at UW.ORG

TRANSPARENCY

All supporters, partners and others have access to all United Way of Salt Lake documents on our website at UW.ORG including:

- Our mission and how we accomplish it
- Annual audited financials
- IRS tax return (Form 990)
- Annual Report
- Board of Directors roster
- Staff roster
- Partner listing
- Bylaws
- Governance policies

United Way of Salt Lake is a Better Business Bureau (BBB) Accredited Charity



Accountability

ACCOUNTABILITY CHECKLIST

United Way of Salt Lake is dedicated to being transparent and accountable in all that we do.

Does United Way of Salt Lake have an active Board of Directors comprised of citizen leaders that meets regularly? **YES**

The Board is comprised of 51 local community leaders representing business, government and other sectors.

Does the Board of Directors review and approve the annual budget and quarterly financial statements? **YES**

The annual budget and quarterly financial statements are approved by the Board following thorough review by the Administration/Finance Committee, and the Executive Committee.

Does United Way of Salt Lake have an Audit Committee? **YES**

The Audit Committee is comprised of financial and business experts.

Does the Board of Directors review and approve the annual independent audit report, as well as the auditor's management letter comments? **YES**

The annual audit is approved by the Board following thorough review by the Audit Committee, Administration/Finance Committee, and the Executive Committee.

Does United Way of Salt Lake have additional oversight committees? **YES**

Administration/Finance Committee, Governance Committee, and Investment Committee.

Does United Way of Salt Lake have ethics and conflict of interest policies? **YES**

Board members, staff, and committee members are required to sign a Code of Ethics and a Conflict of Interest Statement annually.

Does United Way of Salt Lake have a diversity and inclusion policy? **YES**

Does United Way of Salt Lake have a "whistleblower" policy? **YES**

Is the CEO's performance and compensation reviewed and approved? **YES**

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.

Is the senior management team's performance and compensation reviewed and approved? **YES**

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.

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? **YES** Available for download.

Does United Way of Salt Lake have a written donor information privacy policy? **YES** A copy of the policy is available on the website.

Does United Way of Salt Lake prohibit providing donor information to third parties? **YES**

Does the Board review and approve all funding decisions? **YES**

Funding recommendations are reviewed by the Collective Impact Council before going to the Board for approval.

Is United Way of Salt Lake continually strengthening its accountability measures and standards? **YES**

United Way of Salt Lake's Board and staff continually seek new, innovative measures to improve our levels of accountability.

VOLUNTEER-LED ORGANIZATIONAL SELF-ASSESSMENT

Every three years, United Way of Salt Lake evaluates organizational performance by conducting a volunteer-led self-assessment. The most recent organizational self-assessment was conducted in fall, 2014. The results are available on our website UW.ORG/Accountability

Membership Disclosure

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

Board of Directors 2014-2015

Allen Alexander*

Chairman of the Board
Savage

Michael Anglin

Director of Enterprise Sales Support
UPS

Cathy Angstman

VP-Private Bank
Wells Fargo

Deborah Bayle*

President and CEO
United Way of Salt Lake

Mark Bouchard*

Senior Managing Director
CBRE

Jake Boyer

President & CEO
The Boyer Company

Chris Bray

Executive Director
Utah Nonprofits Association

Christine Buckley

CFO
Swire Coca-Cola, USA

David Buhler

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

Mona Burton*

Partner
Holland & Hart LLP

Representative Rebecca Chavez-Houck

Utah House of Representatives

Jennifer Danielson

President, Utah Plan
Regence BlueCross BlueShield of Utah

Jose Enriquez

Executive Director/Founder
Latinos in Action

Jay Francis*

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

Christian Gardner

President
Gardner Company

Kem Gardner*

Chairman
Gardner Company

Laren Gertsch

Sr. Advisor to VP and GM
Northwest Pipeline
Williams Northwest Pipeline

Jamie Glenn

Manager, Major Initiatives
The Church of Jesus Christ of Latter-day Saints

Natalie Gochnour

Associate Dean
David Eccles School of Business,
University of Utah

David Golden*

Executive Vice President
Wells Fargo

Neil Hafer

Vice President/General Manager
Enterprise Holdings Inc.

Speaker Greg Hughes

Utah House of Representatives

Paula Green Johnson*

Community Advocate

Mike Kirby

Sales and Marketing Manager
GENCOMM, Inc.

Jeff Larsen*

Vice President-Regulation
Rocky Mountain Power

Peggy Larsen

Senior Vice President
Workers Compensation Fund

LeeAnne Linderman*

Executive Vice President
Zions Bank

Tom Love*

President
Love Communications

Mayor Ben McAdams

Salt Lake County

Kyle McSlarrow

Regional Vice President
Comcast

Kathie Miller*

Trustee
The Mark & Kathie Miller Foundation

John Milliken*

President
Milcom, Inc.

Mikelle Moore

VP, Community Benefit Department
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

Bruce Reese*

BTR Consulting

Gavin M. Reese

Shareholder
Ray, Quinney & Nebeker

Kevin Salmon

Vice President, Sales and Client Solutions
O.C. Tanner

Sean Slatter*

President and CEO
Logistic Specialties, Inc.

Jill Taylor

Regional President for Consumer and Small Business
KeyBank N.A.

Karma M. Thompson

Vice President, SLC Refinery
Tesoro Refining & Marketing Co.
Mountain Region

Scott Ulbrich*

Financial Advisor
Robert W. Baird & Co.

Craig Wagstaff*

President
Questar Gas Company

Heidi Walker

Chief Operating Officer
Salt Lake Chamber

Linda Wardell

General Manager
City Creek Center

Brent Watson

Managing Director-Operations Division
Goldman, Sachs & Co.

Michael Weinholtz

Executive Chairman
CHG Healthcare Services

Rick Widner

Director, Network Administration
Management & Training Corporation

Thomas Wright

President
Summit Sotheby's
International Realty

Craig Zollinger*

President and CEO
JPMorgan Chase, N.A., Utah

*** 2014-15 Executive
Committee Members**

Promise Partners

These partners engage with UWSL in a Collective Impact collaboration to support children and families from cradle to career.

Americorps *Read. Graduate. Succeed*
Artworks for Kids
Asian Association of Utah
Big Brothers Big Sisters of Utah
Boy Scouts of America
Boys and Girls Club of South Valley
Catholic Community Services
Children's Express
Children's Service Society
The Church of Jesus Christ of Latter-day
Saints, Humanitarian Services
City of South Salt Lake
Comunidades Unidas
Community Education Partnership of
West Valley City
Community Nursing Services
Davis Behavioral Health
Davis School District
EducationFirst
English Skills Learning Center

Family Connection Center
Family Dental Plan
Granite School District
Granite School District Preschool
Guadalupe School
Holy Cross Ministries
Intermountain Healthcare
International Rescue Committee
Junior Achievement of Utah
Latinos in Action
Lit'l Scholars
Midtown Health Clinic
Park City Community Foundation
Park City Education Foundation
Park City School District
People's Health Clinic
Prosperity2020
Salt Lake CAP Head Start
Salt Lake Community Action Program

Salt Lake Community College
Salt Lake County
Sealants for Smiles
United Way of Utah County
University of Utah
Utah College of Applied Technology
Utah Department of Health
Utah Department of Human Services
Utah Department of Workforce Services
Utah Health Policy Project
Utah Nonprofits Association
Utah Partners for Health
Utah State Governor's Office
Utah State Office of Education
Utah State University
Utah System of Higher Education
Voices for Utah Children
Westminster College
YMCA of Northern Utah

Thank You to our Generous Supporters

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.

\$1,000,000 and above

Anonymous
The Church of Jesus Christ of Latter-day Saints
Daniels Fund
George S. and Dolores Doré Eccles Foundation
Kem C. and Carolyn Gardner Family
Julianne Gardner Arnell and Weston Arnell, Susan Gardner Folau and Sitani Folau, Andrew Barnes Gardner and Angela Gardner, Christian Kem Gardner and Marie Gochmour Gardner, Matthew Lincoln and Amy Gardner, Kimberly Gardner Martin and JT Martin
Jon and Karen Huntsman
Larry H. and Gail Miller Family Foundation
The Mark and Kathie Miller Foundation
Savage
The Weinholtz Family Foundation

\$750,000 and above

Intermountain Healthcare

\$500,000 and above

The Boyer Company
JPMorgan Chase
Peter M. and Paula Green Johnson
Sorenson Impact Foundation
Zions Bank

\$250,000 and above

Cambia Health Foundation
Goldman Sachs
Questar
Salt Lake County
Siemer Institute for Family Stability
Workers Compensation Fund

\$100,000 and above

Utah Department of Workforce Services
Thomas and Candace Dee Family Foundation
Jennifer P. Speers
University of Utah Hospitals and Clinics
Wells Fargo

\$75,000 and above

Days of '47 Rodeo
KeyBank and KeyBank Foundation
John and Anne Milliken

\$50,000 and above

Anonymous
Allen and Denise Alexander
Ron and Janet Jibson
Sean and Catherine Slatter

An additional 58 individuals and couples 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 2014-2015 Community Champions at
uw.org/champions

Cornerstone Partners

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

\$100,000 and above



\$50,000 - \$99,999



\$25,000-\$49,999

Cargill, Inc. Industrial Salt Division
Beneficial Financial Group
Deseret Book
Deseret Digital Media
Deseret Management Corporation
Deseret News Publishing
GE Healthcare
Hexcel Corporation
KSL Broadcast Group
Larry H. Miller Group of Companies
Nordstrom, Inc.
TD Williamson Global Pipeline Integrity
Temple Square Hospitality Corp.
UPS

\$10,000-\$24,999

3M Health Information Systems
Chevron USA, Inc.
Deluxe Corporation
Emma Eccles Jones Foundation
EnerBank USA
Holly Frontier
Jacobsen Construction Company, Inc.
The Katherine W. Dumke and Ezekiel R. Dumke, Jr. Foundation
Kellogg - Clearfield Plant
Kern River Gas Transmission Company
KeyBank N.A.
Parsons Behle & Latimer
Regence BlueCross BlueShield of Utah
Swire Coca-Cola, USA
U.S. Bank
Utah Metal Works, Inc.
Utility Trailer Manufacturing Co.
Wal-Mart Stores Inc.

\$5,000-\$9,999

Jcpenney Company
Target Stores, Inc.
Zachry Group

UP TO \$4,999

AcuSport
Advantage Workers Compensation Insurance Co.
Ash Grove Cement Company
Best Buy Retail District 57
CenturyLink
CH2M Hill
Cirris Systems Corporation
Cohne, Rappaport & Segal, P.C.
Cummins Rocky Mountain, LLC
First National Bank of Layton
Intermountain Bobcat
M H T N Architects, Inc.
Macy's, Inc.
Marriott International, Inc., Corporate Headquarters
Moreton & Company
Nationwide Insurance
PEGUS Research
Reaveley Engineers & Associates, Inc.
Rockwell Collins
Sweet Candy Company

As of April 20, 2015