



Together
we are
CHANGING
* **THE ODDS** *
so
ALL CHILDREN
have the same chance
to **SUCCEED**

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. We are very proud of the progress we are making together with dedicated partners, donors, advocates, and volunteers that are working tirelessly to find new solutions to old problems.

By putting children and families at the center of our work, implementing shared goals, and making data-driven decisions, we are truly creating long-term change that will impact generations to come.

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

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
- Scott Banks _____ Chief Financial Officer
- Amy Bosworth _____ Corporate Relations Director
- Chris Bray _____ Vice President of Collective Impact Operations
- Chiara Cameron _____ 2-1-1 Director
- Stacey Earle _____ Operations Director
- Scott McLeod _____ Vice President of Collective Impact Partnerships
- Danya Pastuszek _____ Vice President of Strategy and Learning
- Jerilyn Stowe _____ Vice President of Marketing and Communications
- Greg Summerhays _____ Principal Gifts Director

Everyday, PEOPLE ARE COMING TOGETHER to create change

In neighborhoods and schools throughout our community, people are working together in new ways. We are creating unlikely critical partnerships, seeking out new solutions to old problems, mobilizing the best resources, and inspiring individuals to get involved.

Together, we are improving the health, education, and financial stability of all children and their families.

This annual report highlights the most important and innovative work that has taken place over the past year.



United Way of Salt Lake works in
Promise Partnership Communities



with nearly 150 Promise Partners in
30 community schools and
neighborhood centers

to help change the odds for 106,000 LOW-INCOME KIDS in our community*

This year,
we worked
together
with



388

Organizations



25,608

Donors



7,482

Volunteers



26,209

Hours Worked



8,121

Advocates

Utah
2-1-1
Get Connected. Get Answers.

Connected



84,786
Total Calls

and
made



138,140
Referrals

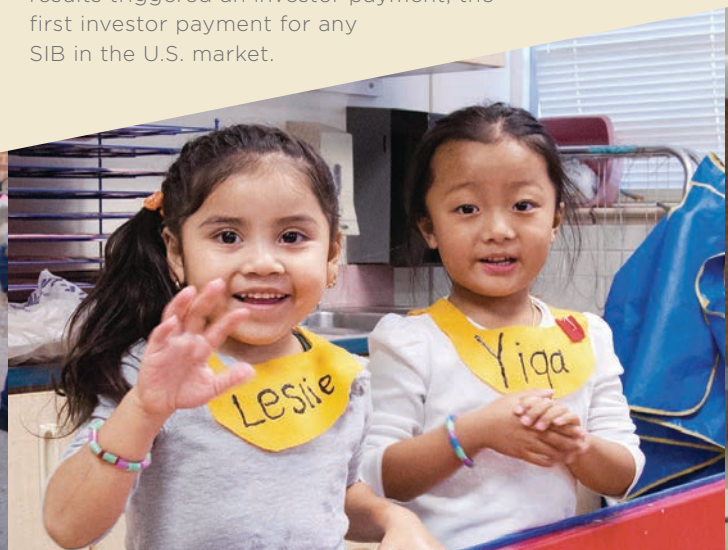
*Based on 0-17 year-olds in our partnering districts



Pay for Success

In August 2013, America's first "Social Impact Bond" (SIB) or "Pay for Success" (PFS) transaction for early childhood education was established in Utah. Two years later, the results from the first cohort of children to receive high-quality preschool financed through the PFS transaction show that both the preschool intervention, and the PFS financing mechanism itself, have been successful. In the first cohort of the

initiative, nearly 600 children were placed in a high-quality preschool. Of the 600 children who enrolled in the preschool, 110 were identified as at risk of needing remedial services, including special education. In the first year of kindergarten, only one of the 110 at-risk children utilized special education services. These results triggered an investor payment, the first investor payment for any SIB in the U.S. market.



The Promise of Collective Impact

Harvard Business School has released a new report this year, *Business Aligning for Students: The Promise of Collective Impact*. Over a year in the making, the report makes a powerful case for why U.S. businesses should direct time, talent, and financial resources toward collective impact partnerships, and it highlights in detail the Promise Partnerships that are supported through the "backbone" leadership of UWSL. The report describes how Promise Partnerships and other collective impact partnerships around the country are changing outcomes for entire communities by championing shared goals, aligning resources around them, and measuring success in the same way.

UW.ORG

Legislative Wins

Through the collaborative advocacy efforts of many in our community and the leadership of key legislative champions, there were three big legislative wins to celebrate in 2016.

SB67 passed! This bill supports and expands cross-sector partnerships that work together to ensure every student has the opportunity to succeed.

SB101 passed! This bill expands voluntary high-quality preschool for at-risk children in both public and private sector settings. These high-quality opportunities are crucial for a child's ability to enter kindergarten on track and stay on track.

2-1-1 will receive a \$650,000 one-time appropriation. This funding allows 2-1-1 to continue to serve Utahns across the state, 24/7.



ENGAGEMENT and DONOR NETWORKS



777
Members



\$2.3M
Invested



5446
Volunteer Hours

Donor Network Members

Donor Networks come together to create change-making personal, professional, and philanthropic networks. In addition to financial investments, members of these networks are our community's most dedicated volunteers and advocates, committed to changing the odds for everyone in our community.



Collective Impact Creates Large Scale Change

Since 2011, we have worked with dozens of partners to launch seven Promise Partnership communities in Canyons, Davis, Granite, and Park City school districts. In multiple schools districts, we are seeing results—not just for some students—but for every student.

In the communities where UWSL works, health and education outcomes are improving.

Changes to Health Outcomes	SY2011-12	SY2015-16
Regular Place for Healthcare (children)	78%	86%
Immunizations (children)	47%	62%
Health Insurance (children)	75%	84%



Source/Measures: Health Outcomes: UWSL Annual Community School Survey, 2011-2015. Education Outcomes: Results Matter 2016, Promise Partnership Regional Council. Data sources available at uw.org.

Changes to Education Outcomes	SY2013-14	SY2014-15
Kindergarten Readiness (low-income students)	42%	44%
3rd Grade Reading (low-income students)	60%	61%
8th Grade Math (low-income students)	17%	20%
High School Graduation (low-income students)	72%	74%



ACCOUNTABILITY AND TRANSPARENCY

2015-16 FINANCIAL STATEMENTS

Assets	\$31,519,688
Liabilities	\$5,022,917
Net Assets	\$26,496,771
Revenue	
Community Fund	\$9,029,578
Donor Directed Funds	-2,072,082
Changing the Odds Campaign	6,507,888
Restricted Grants	784,664
Sponsorships	636,620
In-kind Contributions	720,541
Investment Returns	53,391
Other	178,305
Total Revenue	\$15,838,905
Expenses	
Supporting Services	\$3,485,618
Programs	\$9,527,725
Total Expenses	\$13,013,343
Change in Net Assets	\$2,825,562

See complete audited financial statements at UW.ORG

TRANSPARENCY

All supporters, partners, and community members 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 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** *A copy of the policy is available on the website.*

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 2015. 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 2015-2016

Scott Ulbrich*

Financial Advisor
Robert W. Baird & Co.
Chair, Board of Directors
United Way of Salt Lake

Michael Anglin

Director of Enterprise Sales Support
UPS

Cathy Angstman

VP-Trust and Fiduciary Services
Wells Fargo

Kirk Aubry

President and CEO
Savage Services

Mark Bouchard*

Senior Managing Director
CBRE

Jake Boyer*

President & CEO
The Boyer Company

Christine Buckley

VP Finance and Business Transformation
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

Bill Crim*

President and CEO
United Way of Salt Lake

Jennifer Danielson

President, Utah Plan
Regence BlueCross BlueShield of Utah

Micheal Dunn

President
Questar Pipeline

Jose Enriquez

Executive Director/Founder
Latinos in Action

Jay Francis*

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

Kem Gardner*

Chairman
Gardner Company

Laren Gertsch

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

David Golden*

Executive Vice President
Wells Fargo

Alex Guzman

President
laGALERIA - The Art of
Hispanic Marketing

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 Bancorporation

Tom Love*

President
Love Communications

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

Kevin Salmon

Vice President, Sales
O.C. Tanner

Sean Slatter*

President and CEO
Logistic Specialties, Inc.

Jill Taylor

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

Tanya Vea

VP and General Manager
KSL Broadcast Group

Craig Wagstaff*

President
Questar Gas Company

Heidi Walker

Chief Operating Officer
Salt Lake Chamber

Linda Wardell

General Manager
City Creek Center

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, N.A., Utah

* 2015-16 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.
Amplify Insight
Art Works for Kids
Asian Association of Utah
Big Brothers Big Sisters of Utah
Booz Allen Hamilton
Boy Scouts of America, Great Salt Lake Council
Boys and Girls Clubs of South Valley
Canyons School District
Catholic Community Services of Utah
CBRE
CHG Healthcare Services, Inc.
Children's Service Society
The Church of Jesus Christ of
Latter-day Saints
City of Clearfield
City of Midvale
City of South Salt Lake
Comunidades Unidas
Community Education Partnership
Community Nursing Services
Daniels Fund
Davis Behavioral Health
Davis School District
EducationFirst / Utah State Senate
English Skills Learning Center
Family Connection Center
Family Counseling Service of Northern Utah
Gardner Company
Governor's Office
Graduation Alliance
Granite School District

Guadalupe School
Health Access Project
Holy Cross Ministries
Huntsman Corporation
Intergenerational Poverty Commission
Intermountain Healthcare
International Rescue Committee
Jordan School District
Junior Achievement of Utah
Larry H. and Gail Miller Family Foundation
Latinos in Action
Love Communication
Mark and Kathie Miller Foundation
Midtown Health Clinic
Milcom, Inc.
National Alliance on Mental Illness
Office of Health Disparity Reduction
Parent Teacher Association
Park City
Park City Community Foundation
Park City Medical Clinic
Park City School District
People's Health Clinic
Questar Corporation
Robert W. Baird
Salt Lake CAP Head Start
Salt Lake Chamber
Salt Lake Community Action Program
Salt Lake Community College
Salt Lake County
Salt Lake County Housing Authority
Salt Lake County Library

Salt Lake School District
Salt Lake Valley Health Department
Savage Services
Sealants for Smiles
State Child Abuse Prevention and
Treatment Agency
United Way of Utah County Help Me Grow
University of Utah
University of Utah Reading Clinic
Utah Afterschool Network
Utah Association for Infant Mental Health
Utah Association for the Education of
Young Children
Utah College of Applied Technology
Utah Department of Health
Utah Department of Human Services
Utah Department of Workforce Services
Utah Health Policy Project
Utah Parent Center
Utah Partners for Health
Utah Services Easter Seals-Goodwill
Northern Rocky Mountain
Utah State Office of Education
Utah State University
Utah System of Higher Education
Utah Valley University
Voices for Utah Children
Weber State University
Wells Fargo
Westminster College
YMCA of Northern Utah
Zions Bank

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.

\$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 Gochmour 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 2015-2016 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

GE Healthcare
Hexcel Corporation
Nordstrom, Inc.
UPS

\$10,000-\$24,999

3M Health Information Systems
Deluxe Corporation
Edwards Lifesciences
Emma Eccles Jones Foundation
Holly Frontier
Jacobsen Construction Company, Inc.
The Katherine W. Dumke and Ezekiel R. Dumke, Jr. Foundation
Kern River Gas Transmission Company
KSL Broadcast Group
Parsons Behle & Latimer
Regence BlueCross BlueShield of Utah
Swire Coca-Cola, USA
TD Williamson Global Pipeline Integrity
U.S. Bank
Utility Trailer Manufacturing Co.

\$5,000-\$9,999

Beneficial Financial Group
Border States Electric
Deseret Management Corporation
JcPenney Company
Target Stores, Inc.
Utah Metal Works, Inc.
Zachry Group

UP TO \$4,999

AcuSport
Ash Grove Cement Company
Best Buy Retail District 57
CenturyLink
Chevron USA, Inc.
Cirris Systems Corporation
Deseret Book
Deseret Digital Media
Deseret News Publishing
First National Bank of Layton
Intermountain Bobcat
Nationwide Insurance
Macy's, Inc
M H T N Architects, Inc.
Moreton & Company
PEGUS Research
Reaveley Engineers & Associates, Inc.
Rockwell Collins
Sabot & Rice, Inc.
Sweet Candy Company
Temple Square Hospitality Corp.

As of May 9, 2016