San Diego needs a vibrant community where every child and family can succeed. We need books, safe places to live, regular doctor check-ups, caps and gowns, savings accounts, transportation, tax help, and more – everything it takes to make success possible.

Building on our 94-year foundation, United Way of San Diego County said goodbye to President and CEO Doug Sawyer after his nine years of fruitful service and welcomed new President and CEO Kevin Crawford.

This year we took our work in education, income, health and homelessness and integrated it to assist local children and their families, proactively supporting what they need to succeed from cradle to college or career. We expanded our “Collective Impact” work, unifying the resources of dozens of local partners to improve and enhance lives.

Through this Collective Impact work, United Way creates the infrastructure to make a true impact on the community. We often serve as the backbone, aligning the work of our many partners to best serve local families.

We’re tracking our success ... and it’s working! One of this year’s highlights was receiving a call from Vista Unified School District Superintendent Dr. Devin Vodicka. He heard about the progress we’re making with the City Heights Partnership for Children and wants to replicate it in Vista. We’re already well on our way – taking the best practices from City Heights and planting the seeds for a successful Vista Partnership for Children.

BECAUSE GREAT THINGS HAPPEN WHEN WE LIVE UNITED!
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For community-focused San Diegans, United Way of San Diego County is a powerful unifying catalyst working to improve and enhance the lives of local children and their families.

United Way envisions a vibrant community built on opportunity for everyone.

To spark breakthrough community action that elevates every child and family toward a brighter future.
Another buzzword? Not for us.

Collective Impact is the highest form of collaboration, and a proven, more effective framework for solving complex social issues.

By working with nonprofits, business and community leaders, city and county governments, schools and parents, United Way helps ensure every child is surrounded by the tools they need to succeed in life. Together, we collectively create the most focused, positive impact in our communities.

We are transitioning the majority of our work to the Collective Impact framework – unifying the resources of like-minded partners to improve and enhance the lives of local children and their families.

“We knit together the great work of various stakeholders to create a net that supports children and families in the challenges they face.”

—Shaina Gross SVP, Chief Impact Officer
Traditional models don’t provide the structure for coordination or communication and may lead to overlap or gaps in services.

Working within a Collective Impact framework, nonprofits, business and community leaders, government, schools and parents coordinate services to holistically serve the needs of a child for the long term.

What does this new framework mean for United Way of San Diego County?

It allows us to put our expertise to work, bringing the right people and right resources together to better elevate local children and their families to succeed today and in the future.
City Heights Partnership for Children

In 2011, the City Heights Partnership for Children began as an initiative of Price Charities to bring education, health and human services, families, nonprofit, business, civic, and philanthropic organizations together to help local children succeed.

In 2013, the Partnership for Children became part of United Way. We now act as the anchor entity – managing the project, measuring progress and facilitating work, while keeping everyone focused on the shared vision.

Getting Ready for Kindergarten

City Heights Partnership for Children found that students entering the 10 elementary schools that feed into Hoover High School often lacked basic literacy skills. So last spring and summer, 30 parent leaders (also known as *promotoras*) engaged fellow parents to prepare their kids for kindergarten. By hosting workshops and delivering toolkits – with crayons, flash cards, books, magnetic letters and a daily workbook (available in multiple languages) – children started the school year ready to learn. The Partnership for Children will track the toolkits’ impact to continuously improve their effectiveness.
Diamond Educational Excellence Partnership (DEEP)

In the Diamond Community of Southeast San Diego, we’re investing in Chollas-Mead Elementary, Johnson Elementary and Horton Elementary to boost early reading and writing skills. Principals and teachers received training and more than 500 home learning toolkits were distributed to families.

Chula Vista Promise Neighborhood

Our Collective Impact efforts also include Escuelita del Futuro, a 40-student preschool United Way helped fund through Chula Vista Promise Neighborhood. A specialized curriculum supports English Language Learners, and teachers make home visits to involve parents in their child’s learning.

- 197% increase in English language development
- 119% increase in language and literacy development
- 133% increase in social and self-development

“My kids are more confident in reading and talking... their comprehension is really coming along!”

—Dawn Savang
Chollas-Mead Third-grade teacher
Running Readers Administrator and Women's Leadership Council member Shakira Williams, flanked by sons Michael and Reuben.
At United Way, we do everything we can outside the classroom so when a child gets inside the classroom, they are ready to succeed. Here are some of the ways we helped fill the gaps where San Diego’s families needed extra support.

**Earned Income Tax Credit (EITC)**

United Way continues to lead the Earned Income Tax Credit (EITC) Coalition, offering free tax preparation to local families and individuals who work hard, but fall short. We've increased the use of free tax services throughout the county in 2013.

- $10.5 million tax credits returned to the community
- $3.6 million back to San Diego parents from the Child Tax Credit
- Over 3,447 households screened for additional benefits

**Ways to Work**

United Way and The Leichtag Foundation continued to fund Ways to Work, an economic empowerment program run by Community Resource Center and Jewish Family Service. The program provides financial education and short-term, affordable car loans to working families with challenged credit histories. This helps families and their children get to work, school, child care and medical appointments.

- 90 families with poor credit provided with low-interest car loans
- 514 individuals received financial self-sufficiency training

**Department of Labor Participation**

United Way’s Department of Labor Participation supports San Diego’s union members and their families, as well as other struggling working families. A “safety net” of emergency assistance – including rent and mortgage assistance, food, and utilities support – helped nearly 5,000 individuals and their families stay stable during difficult times.
GREAT THINGS HAPPEN WHEN WE LIVE UNITED
Highlights of the places where we’re changing lives and communities...

- 274 parents learn to support their child’s development
- 30 promotoras (community leaders) taught parents to be their child’s first teacher
- 8,734 adults call 2-1-1 for skills training
- 9 schools offer parent workshops
- 1,000 fewer absences in schools with attendance interventions
- 514 adults take financial literacy classes
- 90 low-interest car loans issued with financial literacy classes

North County
City Heights
Central San Diego
Diamond Communities
Chula Vista
1,100 families receive literacy toolkits

$10.5M returned to the community in Tax Credits

8 medical clinics offer family reading centers & screenings

431 parents support literacy through after school reading programs

40 new students a year join preschool

14,000 books distributed

500 students receive literacy packets to use at home

48,500 tax returns completed

15,000 families or individuals get mortgage & utility help, plus food & toys

COUNTYWIDE EFFORTS

40 medical clinics offer family reading centers & screenings

500 students receive literacy packets to use at home

15,000 families or individuals get mortgage & utility help, plus food & toys

COUNTYWIDE EFFORTS
Thanks for making our work possible!

What this place needs is ... partners in the business world. Without our network of workplace campaigns and corporate partnerships, from companies of all sizes across San Diego County, we would not be able to help local children and their families. We thank these corporate partners for their contribution to a thriving community that benefits all.

Notably, more of our corporate partners and their employees than ever before are investing their dollars directly into the work we do (versus asking United Way to give it to other organizations), so that United Way can do more in the community and support key initiatives operating with maximum efficiency and effectiveness.

Impact Grants

Nellie Thatcher Perkins

Union Bank

U.S. Bank

United Way Worldwide/
Robert Wood Johnson

Corporate Partners

Our Workplace Campaign participants are passionate, dedicated and engaged. To the top workplace campaigns of FY 2013-2014: San Diego thanks you!

Top Ten Partners – UWSD Direct Investments

1. Solar Turbines
2. GEICO
3. Costco
4. United Parcel Service (UPS)
5. Enterprise Rent-A-Car
6. Nordstrom
7. AT&T
8. Target Stores
10. National Steel and Shipbuilding Company

Top Ten Partners – Overall Giving

1. Solar Turbines
2. AT&T
3. Hewlett-Packard Company
4. Bridgepoint Education
5. Costco
6. GEICO
7. Wells Fargo Bank
8. United Parcel Service (UPS)
9. County of San Diego
10. Enterprise Rent-A-Car
The Alexis de Tocqueville Society, one of San Diego’s most prestigious and influential philanthropic affiliations, is for those committed to creating true, positive change at the highest level.

Members invest at least $10,000 annually, with a minimum of 10% directly to United Way, providing sustained funding that helps solve our community’s greatest challenges.

For those interested in making an even bigger impact on the community this past year, longtime Tocqueville Society member Malin Burnham began the “Malin Burnham Challenge”. Tocqueville members rose to the challenge, investing an additional $200,000 in United Way’s work, which serves the holistic needs of local children and families for the long term.

In June 2014, the challenge was met and Burnham personally matched it, dollar-for-dollar!

“United Way builds networks of resources throughout the County, including literacy for children and centralizing services for the homeless. Giving directly to United Way is a great way to contribute to the whole community’s success.”

—Ann Hunter-Welborn
Tocqueville Society Member
Board Chair, Hunter Industries
~ MILLION DOLLAR ROUND TABLE ~

**Lifetime Members**

Helen Copley*  
Jenny & Sid* Craig  
Cushman Family Foundation  
Terry Giles  
Debbie & Alan Gold

Lee & Frank Goldberg  
Craig Grosvenor  
Joyce Grosvenor  
Melissa & Mark Grosvenor  
Rachel Grosvenor  
Joan & Irwin Jacobs

Johnson Family Foundation  
Betsy Manchester  
“Papa Doug” Manchester  
Tim & Jane McCarthy  
Deborah Szekely

2013/2014 TOCQUEVILLE SOCIETY DONORS

**$100,000 - $249,999**

Roberta & Malin Burnham  
Cushman Family Foundation  
Debbie & Alan Gold  
Johnson Family Foundation  
“Papa Doug” Manchester

**$50,000 - $99,999**

Kevan Bradshaw  
Carol & Pedro Cuatrecasas  
Rod & Diane Dammeyer  
Giang Do  
The J. Mark Grosvenor Foundation  
Howard Charitable Foundation  
Tim & Jane McCarthy

**$25,000 - $49,999**

Dr. Thomas Burnol  
Galinson Advised Fund of the Jewish Community Foundation  
Hunter Family Advised Fund  
Carol & George Lattimer  
Stephanie Truhlar & Andrew Eaton  
Richard P. Woltman

**$10,000 - $24,999**

Chris Allen  
Mr. & Mrs. Joe Bear  
Randy & Barbara Beck  
John Begley  
Craig Brown  
Robert & Marla Bruning  
Mr. & Mrs. John Cli  
Joy & Ken Dahlberg  
Ben Dillingham III  
Eileen Drake  
Daniel Ebbeling  
Florence Nemkov & Dr. Bernard J. Eggertsen  
John Faulkner  
Kim & Marilyn Fletcher  
Foster Family Fund of the Jewish Community Foundation  
The Frankel Family  
The Grosvenor Family Foundation  
Karen & William Heroman  
Tim & Erin Holl  
Mike Howard  
The Hull Family  
Greg & Wendy Hunter  
Dale & Natalie Kain  
Anthony Keathley  
Dan & Sherri Kleeburg  
Dee & Niki Krutop  
Jennifer & K. Alan Lombom  
Betsy & Scott McClendon  
Joe & Sarah Mishriki  
John Munroe  
Judson Quiggle  
Doug & Denise Regnier  
Rivkin Family Fund I  
Lynne & Glenn Rossman  
J. Michael Sauder  
Cecilia Scott-Stanfel & David Stanfel

Jan & Barry Sharpless  
Dr. Bhasker V. Shetty  
The Elaine Galinson & Herbert Solomon Donor Advised Fund of the Jewish Community Foundation  
Michael & Natalie Verbeck  
Iris & Michael Villela  
Ken & Lynn Weixel  
Chad & Sarah Whitehead  
Michael Whitton  
Mitchell R. Woodbury  
Doug & Stevie Younkin

*Gifts made through The San Diego Foundation*

*Deceased*  

For further information, please contact Director of Philanthropy  
Katie Sawyer at 858.636.4162 or ksawyer@uwsd.org.

Roster current as of 2/1/15
United Way’s Women’s Leadership Council (WLC) had a banner year! This group of passionate San Diego women, who offer their time, talent and financial resources to improve lives countywide, grew its membership and invested more funds than ever before.

With members from all major industries in our community, WLC is focused on building a vibrant community of empowered and educated women and children. This powerful network of women drives change by making important investment decisions and advocating for San Diego families. By investing and volunteering, WLC has been able to:

- Further early-grade literacy by supporting Running Readers, helping nearly 400 parents and children enjoy Family Literacy nights.
- Offer career mentoring for at-risk teenage girls at a live-in juvenile detention facility.
- Provide toys and household items to pregnant, at-risk teens and single moms with children under five.
- Organize monthly speaker series for teens who will be the first in their families to attend college.

2013-2014 Executive Committee

WLC Chair & United Way Board Member
Charlene Dackerman
Bridgepoint Education

Vice Chair, Membership and Recruitment
Lulu Hsu
Solar Turbines (retired)

Vice Chair, Engagement
Hanna Toman
JET Wealth Advisors
What this place needs is... more help for the homeless.

As San Diego County continues to grapple with homeless issues, United Way will spend the next three years building a community infrastructure to serve as the backbone for the county’s efforts.

To begin with, we’re continuing to bring resources together to tackle housing issues. We’re identifying the strongest organizations to accelerate an end to homelessness and will support their efforts as long as needed.

Sustaining Project 25

When United Way launched the Project 25 pilot program, modeled after successful “Housing First” programs that provide permanent supportive housing to the chronically homeless, the goal was to help 25 people. After the pilot’s success, housing 35 chronically homeless individuals and saving millions of taxpayer dollars, United Way provided bridge funding to help St. Vincent de Paul Village oversee Project 25. The project has now found sustainable funding and is expanding.

Anchoring Funders Together

United Way anchors “Funders Together to End Homelessness-San Diego,” the new name for the San Diego Grantmakers’ Homelessness Working Group. We oversee a dedicated staff member, as well as facilitate strategic investments and monitor grant making and results. Together, we have pooled funds, gathered over $800,000 and have begun distributing them.

Funders Together Members

Alliance Healthcare Foundation
BFT Equity Partners
La Jolla Coin Shop
Leichtag Foundation
McCarthy Family Foundation
Parker Foundation
San Diego Housing Commission
United Way of San Diego County
Since first forming, Funders Together has already seen great success. (From left to right) Karen Brailean (FTEH-SD), Jeffrey Gering (VA Medical Center), Teresa Grenawalt (Veterans Community Services), Michael McConnell (FTEH-SD), Ben Jaramillo (formerly homeless veteran), Nancy Sasaki (FTEH-SD), Kevin Crawford (FTEH-SD/UWSD)
Day of Action

What this place needs is more dog-eared books! For the third year, United Way’s Day of Action gave families summer reading books for their kids.

United Way bought and collected more than 14,000 books for children from low-income families. This year’s bilingual books also helped kids focus on healthy eating: “Growing Vegetable Soup” / “A Sembrar Sopa de Verduras” and “Farmers Market” / “Día de Mercado.”

At The Jacobs & Cushman San Diego Food Bank, 100 local business leaders packed books and bilingual reading tips for parents. Volunteers from United Way’s Education Vision Council and Women’s Leadership Council, Boyer Moving, Car2Go, Dr. Pepper/Snapple Group, GEICO, Pratt & Whitney Aeropower, San Diego County Regional Airport Authority, and Target participated.

GEICO and its staff were eager to partner with and participate in United Way’s Day of Action.

“Our insightful Education Vision Council leadership supported our ongoing work in kindergarten readiness and third grade reading proficiency, critical foundations for academic success.

“I had an opportunity to help identify and support initiatives that have great impact on our community that will produce positive results now and into the future. A perfect example is the annual Book Drive and its long term impact on the lives of children.”

– Ric Hovda
EVC Interim Chair

Pratt & Whitney Aeropower workers took advantage of their manufacturing experience to ensure a seamless, efficient book-stuffing process. From floor workers to senior leadership, the volunteers found the experience particularly rewarding, knowing that their efforts will represent the very first book for many children.

“It was a real pleasure having this opportunity to make a positive impact on children’s lives in our community by encouraging them to read and continue learning during the summer.”

– Tom Diot
Turbine Technician and Shop Lead

“GEICO is an avid supporter of improving children’s educational initiatives, and this event fills a void in the community by providing needed resources in a fun-filled environment.”

– LaDonna Bond
Regional Manager, Planning & Marketing
Annual Labor Toy and Food Drive

Every year, United Way and local union members join forces to support struggling families during the holidays. At the Annual Holiday Toy & Food Drive, teamsters bring truckloads of food and toys donated by union members to Qualcomm Stadium for distribution.

During the 2013 holiday season, 400 turkeys and fixings along with 1,200 toys were given to union families in need.

Our partnership with the San Diego and Imperial Counties Labor Council, AFL-CIO, also lets us coordinate local logistics for the annual National Association of Letter Carriers Food Drive, the largest one-day food drive in the country. Last year, 300,000 pounds of food went to local food banks, pantries and shelters.

“For over a decade, the partnership between the Labor Council and United Way has provided real support for working families in their time of greatest need.”

– Richard Barrera
Secretary-Treasurer
Labor Council

“We know that multiple hands always lighten the load. United Way is proud to partner with the Labor Council and looks forward to doing more of the same in the future.”

– Kevin Crawford
President & CEO
United Way of San Diego County
## Statement of Financial Position, June 30, 2014

### ASSETS

<table>
<thead>
<tr>
<th>Description</th>
<th>2014</th>
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</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$2,736,692</td>
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<tr>
<td>Restricted cash</td>
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<tr>
<td>Pledges receivable, net</td>
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<tr>
<td>Accounts receivable</td>
<td>121,639</td>
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<tr>
<td>Grants receivable</td>
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<td>Prepaid expenses and other assets</td>
<td>66,810</td>
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<td>Investments</td>
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<td>Land, building, and equipment, net</td>
<td>1,396,688</td>
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<tr>
<td>Pension fund asset</td>
<td>129,070</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>$20,169,634</strong></td>
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### LIABILITIES AND NET ASSETS

**Liabilities**

<table>
<thead>
<tr>
<th>Description</th>
<th>2014</th>
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</thead>
<tbody>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>$718,115</td>
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<tr>
<td>Amount due to Combined Health Agencies</td>
<td>244,201</td>
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<tr>
<td>Amount due to Combined Federal Campaign agencies</td>
<td>2,428,577</td>
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<td>Designations payable</td>
<td>1,358,716</td>
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<tr>
<td>Allocations payable</td>
<td>2,177,810</td>
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<td>Line of credit</td>
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<td><strong>Total Liabilities</strong></td>
<td><strong>$7,010,852</strong></td>
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</table>

**Net Assets**

<table>
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<th>Description</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted</td>
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<tr>
<td>Temporarily restricted</td>
<td>611,949</td>
</tr>
<tr>
<td>Permanently restricted</td>
<td>46,664</td>
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<tr>
<td><strong>Total Net Assets</strong></td>
<td><strong>13,158,782</strong></td>
</tr>
<tr>
<td><strong>Total Liabilities and Net Assets</strong></td>
<td><strong>$20,169,634</strong></td>
</tr>
</tbody>
</table>
“From across San Diego County, from public and private sectors, businesses and organizations large and small, United Way’s board is diverse and dedicated to continuing United Way’s long history as a leader in the San Diego nonprofit community.”

—Jon Vance
Chairman of the Board
Great things will happen when we LIVE UNITED.

We want to help every child in San Diego County succeed in life, ensuring they have all the resources they need. It takes a lot of organizations working together to make this work, and we help bring everybody to the table to drive large-scale impact.

We appreciate your support as we continue to make sure all our children are healthy, educated and well-nurtured from the time they’re born until they graduate high school and move on to college or a career.

THANK YOU!