

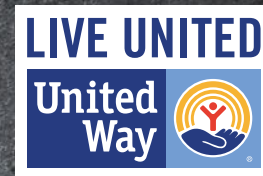
ABC

1234

Change
the
odds



2015-16
YEARBOOK



United Way
of San Diego County

TOGETHER,
WE'RE CHANGING
THE ODDS FOR
CHILDREN!



As the new President and CEO, Laurie came to United Way to build on its 96 years of disrupting the cycle of poverty and improving opportunities for children and families. This transformative organization—our board, staff, Laurie's predecessor, Kevin Crawford, our community, business, and school partners have made a full-scale, all-in commitment to changing the odds for San Diego's children.

What does that mean? All children deserve the opportunity to become whatever they want to be! Education is the gateway for them to discover the vast possibilities of what's imaginable for their futures. Yet, thousands of children in our local communities never get that chance.

Many San Diego students in all parts of the county carry heavy burdens from challenging circumstances at home into the classroom. Myriads of disparities and challenges can determine a child's future before he or she even enters kindergarten. We are working to solve these complex issues too many children face that prevent them from succeeding in school, starting in kindergarten, advancing through high school graduation, and going on to college or career. Our lens is focused on the children who are most in need and, who, without our efforts and those of our partners, would be left behind. We are motivated by the urgent needs of children and their families and passionate about moving the dial for children.

In the following pages we share our success stories from providing intervention and support outside the classroom that has led to impact inside the classroom: growing the number of students getting to school more often, reading more books, learning more skills for success, being introduced to local industries and businesses and so much more.

We are committed to working together with our partners in the school districts, the corporate world and with you in our local communities to invite **every** child to dream big. Now is the time to start making those dreams a reality. On behalf of our board of directors, staff, benefactors, partners, volunteers and the communities we serve, we invite you to join us.

Jacqueline Parks

Jacqueline Parks

SVP, U.S. Trust, Bank of America
Board Chair
Tocqueville Member

Laurie Coskey

Rabbi Laurie Coskey, Ed.D.

President & CEO
United Way of San Diego County
Tocqueville Member



MISSION + VISION

United Way is **changing the odds** for children through outcomes-based interventions, and community partner collaborations in City Heights, Vista and across San Diego County.

We believe all children deserve a strong start in life. We make that possible by empowering parents to be their child's first teacher, improving the quality of their learning environments, and offering solutions to challenges outside the classroom, including attendance interventions, maintaining learning over the summer, and preparing high school students for viable, local employment. In support of stabilizing San Diego's families in need, we provided emergency food, rent and utility assistance and also facilitated 60 free tax-preparation sites to provide EITC and Child Care Tax Credit dollars for thousands of families, resulting in millions of refunds.

By investing in San Diego's children and families—whether creating summer reading programs where tutoring increases the love of reading or by providing tens of thousands of books to low-income families so those reading scores don't slip—we're planting worlds of possibilities for future generations.

Our Impact this Year

Community Reach
116,698

Donors Involved
30,000

United Way is at the center of multiple efforts with multiple partners offering multiple services. Imagine if our efforts were multiplied even more...

Businesses & Partners Engaged
993

Schools
168



2,360

kids & families better prepared for kindergarten with quality preschools & involved parents.

ABC

8,643

students & families supported through early grade literacy efforts.



3,556

new work-based learning opportunities provided for high school & community college students.



FIRST IN CLASS

Salute to High Scores!

We excel at engaging diverse stakeholder groups and leading them to collaborative action. Our relationships in the corporate, government and nonprofit sectors are unparalleled, placing us in a unique position in the community to create long-lasting change. Last year's efforts changed the lives of nearly **117,000** San Diegans. And we're not stopping there...

We distributed **13,000** books to prevent summer reading loss (120,000 over the last 5 years) and aligned the efforts of **332** partners working together toward common goals, including serving **168** schools across the county.

CORPORATE PARTNERS

Solar Turbines
A Caterpillar Company

GEICO

COSTCO
WHOLESALE


at&t

enterprise
rent-a-car
We'll pick you up.

GENERAL DYNAMICS
nasco


ups


SAN DIEGO
INTERNATIONAL AIRPORT
LET'S GO.

Hunter

UC San Diego

WELLS FARGO

Johnson & Johnson


TARGET

Lilly

us bancorp


KAISER
PERMANENTE

Pfizer

bridgepoint
EDUCATION

Bank of America

 **GENERAL ATOMICS**

 **CUBIC**



AFFINITY GROUPS

Individuals who are committed to their community & United Way's mission have enhanced the lives of local children while being good corporate citizens.



"The ELC brings together like-minded people who influence the people in their lives and want to make an everlasting impact on our community."

—Scotty Lombardi, Talent Acquisition & Organizational Development Manager
Hunter Industries, Inc.

EMERGING LEADERS COUNCIL

A network of 100+ young professional community leaders representing nearly all industries in San Diego County. Members develop business and leadership skills while building a cross-industry network and hands-on volunteer experience.



WOMEN'S LEADERSHIP COUNCIL

Women take action, make change and create community. So when a network of caring, powerful women comes together to drive that change, anything is possible! United Way's Women's Leadership Council (WLC) makes a difference in the lives of women and children in San Diego County through grant-making, mentoring, leadership coaching & various volunteer, educational and networking events.

"I love that the WLC is like-minded women who really want to see the impact that they can make within their community."
—Angel Mason Broadus
President, Puzzle Pieces Marketing



"We're involved because it gives us the opportunity to participate in measurable change. United Way allows us to focus on the end result of our involvement, and we can clearly see the impact of our participation."

—Christina and Art Turner
Tocqueville members since 2015



TOCQUEVILLE SOCIETY

This dedicated group of philanthopists has made United Way's work possible for more than three decades, and they continue to rewrite the future of San Diego County philanthropy. The Tocqueville Society honors individuals deeply committed to creating change at the highest level through support of our most ambitious work.



ALEXIS DE TOCQUEVILLE SOCIETY

JULY 1, 2015 – DECEMBER 31, 2016

 Gifts made through the Jewish Community Foundation
 Gifts made through The San Diego Foundation
 * Deceased

~ MILLION DOLLAR ROUND TABLE ~

Lifetime Members

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

Lee & Frank Goldberg
Joyce Grosvenor
The Grosvenor Foundation
The Grosvenor Family Foundation
The J. Mark Grosvenor Foundation
Joan & Irwin Jacobs

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

TOCQUEVILLE SOCIETY DONORS

\$100,000 – \$249,999

Cushman Family Foundation

\$50,000 – \$99,999


Kevan Bradshaw
Howard Charitable Foundation
Greg & Wendy Hunter
Keith & Kelly Johnson
Conrad & Jennifer Kreutzer
Carol Ann & George W. Lattimer
Jane & Tim McCarthy

\$25,000 – \$49,999

Craig Brown
Dr. Thomas Bumol
Carol & Pedro Cuatrecasas
Giang Do

Steve & Bonnie Gosselin
The J. Mark Grosvenor Foundation
The McKnight Family Foundation
Rivkin Family Fund I 
Stephanie Truhlar & Andrew Eaton
Michael & Natalie Verbeck
Chad & Sarah Whitehead
Mike Whitton

\$10,000 – \$24,999

Bear Family Fund 
Randy & Barbara Beck
Mr. John Begley
Thella Bowens
Stephanie & Stephen Brownell
Robert & Marla Bruning
Roberta & Malin Burnham
Dave Carothers

Reid & Amy Carr
Richard Clingman
Rabbi Laurie Coskey, Ed.D.
Jolane & Kevin Crawford
Charlene Dackerman
Joy & Ken Dahlberg
Ben Dillingham III
David Dunn
John Faulkner
Kim & Marilyn Fletcher
Pauline Foster* 
Kenn & Katy Frankel
Debbie & Alan Gold
Ka'eo & Jackie Griffin
Alexis & Heidi Gutierrez
Christopher Hansen
Julie Briskin Harelson Family Fund 
Vanessa Herbert

Tim & Erin Holl
Lulu & Andy Hsu
Hunter Family Advised Fund 
Bryan E. Jones
Richard & Jennifer Kalenka
Jeff & Ruth Kaufman
Dee & Niki Krutop
Donmienne Leung
Scotty Lombardi
Chip Lyman
Scott & Betsy McClendon
Kenneth D. McEneany
John Munroe
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Rebecca J. Newson
Jacqueline & Daniel Parks
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Julie & Dennis Richardson

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Rebecca & Jimmy Smith
Elaine Galinson & Herbert Solomon 
Michele & Mark Stephens
Colin Theseira
Art & Christina Turner
Iris & Michael Villela
Ken & Lynn Weixel
Gordon & Margie Wiens
Doug & Stevie Younklin

21 Donors wish to remain anonymous



Darrell Stuckey, San Diego Chargers + Family



Read Across America Day



Our new CEO's welcome reception

"At United Way, we fight for the health, education, and financial stability of every person in every community."
—Brian Gallagher, President & CEO United Way Worldwide



SD Pride Parade

Hometown Huddle



Annual Holiday Toy + Food Drive



Fall Celebration



Readers in the Heights Graduation



Day of Action



Readers in the Heights field trip, SDPD Mid-City Division



OUR COMMUNITY IMPACT

At United Way of San Diego County we are driven to **disrupt** the cycle of poverty, **provide** resources for underserved San Diegans to become self-sufficient and **create** better lives for local children.

Crucial to breaking the cycle of poverty is graduating from high school, and fundamental to that is a solid academic start. That begins with our earliest learners—with help from a child’s first teachers, their parents—continuing with daily attendance and reading well by the end of third grade. Every step of the way along a child’s educational arc, United Way and its supporters are shoring up all the possible pathways to success.



Imagine a symphony...

...A collection of talented individual musicians, each playing a different instrument, from shared sheet music, with a conductor keeping them in sync to create a powerful sound. In our world, this symphony is composed of our partners, who all agree on a common vision, shared goals, and measurement.

United Way is the conductor of this symphony, bringing a collection of talented partners together to achieve greater impact for children than they could independently. Our role is to highlight what each partner brings to the symphony and then guide choices to make the entire symphony play in harmony.

CIRCLE OF PARTNERSHIPS



Beginning with **The City Heights Partnership for Children** in 2012 and expanding north to **The Vista Partnership for Children** in 2013, United Way continues conducting symphonies of support and coordination between schools, government, nonprofits, businesses and community leaders, maximizing what each does best for a collective impact on our communities. Through these diverse and unique relationships, we have catalyzed the work of individual groups to be aligned, coordinated and focused for greater regional impact on what matters most: our kids’ success.



"We need to work together: teachers, parents & children. We're not just getting them ready for kindergarten. We're getting them ready for their life."

—Elizabeth Garza
Family Care Coordinator, Vista



MEETING MAJOR EDUCATIONAL MILESTONES

Ready for Kindergarten

Last year, almost **2,500** children and families were served in the Ready for Kindergarten space, who otherwise would not have been reached by traditional services. We specifically sought out families who were using informal, in-home child care services because we know they often aren't connected to many trainings and education opportunities. Not only were the providers given training to improve the quality of services they offered, but the children were also able to receive services they wouldn't have otherwise.

Early Grade Literacy + 3rd Grade Reading

Two key components of reading proficiency by 3rd grade are attendance and combating the "summer slide" — those months when students lose some of the achievement gains they made during the previous school year. Our work with **Every Student, Every Day** resulted in our **targeted students attending two more weeks of school** — a huge increase. **Over 70% of the students who started the year chronically absent showed improvement by year's end.**

For every day a student misses school, it takes them a day and a half to catch up. United Way interns work with the families of chronically absent students to dig into why children aren't in class. Together with the family and the school, they create customized solutions, whether it's getting families reliable transportation or helping them find a better apartment or where to get food. We think children should spend their time studying for a math test instead of worrying about challenges at home.

SOUND THE ALARM!

Hearing the Bell Before It Takes its Toll on Students

Summer slide ... is when students lose the reading progress they've made during the school year. During the summer break, many students aren't being stimulated by intentional learning or reading, and they may not have books in their home to practice. Since 2011, we've distributed over **120,000 books** into the community so as many kids as possible have reading material over the summer.

Third grade ... is when students go from learning to read, to reading to learn. If a student's reading skills aren't up to par, they won't be able to keep up and will quickly fall behind in many subjects. Research tells us third grade reading is an indicator of a child's future: If kids aren't reading at grade level by the end of third grade, they're **four times** less likely to graduate high school on time.



REPORT CARD

Strategic Planning + Hard Work = Greater Achievement

Readers in the Heights: Summer 2016

Super Stats:

- 2,560 hours of learning over 4 weeks of programming
- 400 hours of children reading with adults, including SDPD Officers
- 400+ books distributed
- 500 school supplies items distributed
- 30 new library cards issued & used at 5 trips to the library
- 1 tour of the SDPD – Mid-City Division
- 640 lunches and snacks provided
- 102 volunteer hours = \$2,404 leveraged in volunteer time
- 8 cross-sector partners engaged
- 100% of participants maintained or increased their reading scores!

COLLEGE & CAREER READINESS

Our teens *must* graduate with marketable skills—the skills our local businesses tell us they’re looking for. So it’s crucial that students get real-life work experiences. We help make sure that what the local business community needs new employees to know is the same as what skills our students are learning in our schools by coordinating 15 high school districts and 5 community colleges with local industry partners.

Last school year we supported the San Diego County College and Career Readiness Consortium which made **906** targeted outreach efforts to **61 business partners**. These partners provided work experiences for high schoolers through **3,556 new work-based learning opportunities** in three high-demand, high-wage industries.



FAMILY STABILITY

Our work with students also means recognizing **the influence that family stability has on their opportunities to succeed**. Unions United provides a “safety net” of emergency assistance — including rent and mortgage assistance, food, and utilities support — helping over 2,300 individuals and their families maintain stability during difficult times. We also support working families through **United Way's Annual Holiday Food & Toy Drive** each December, which regularly serves hundreds of working families during a time when they need it most.

For us, stable families mean kids have enough healthy food, a reliable place to call home that keeps them from the disruptions of constant moving or homelessness, stimulating environments to grow and play, emotional support by loving adults, positive relationships with neighbors and the community, and a feeling of safety. Nearly **50 percent of families with children in San Diego struggle to make ends meet** and aren't able to check all of those boxes of stability for their kids. *That number needs to change.*

One way United Way helps families gain stability is through **California and Federal Earned Income Tax Credits (EITC)**. These credits for working families are some of the most powerful anti-poverty measures we have. Last year, the local EITC Coalition, led by United Way, prepared taxes for free for nearly 32,000 households, making sure they received all of the credits they deserved. Families can receive up to \$6,000 in those credits, which they can use to pay bills, catch up on rent, fix their car or even start a college savings account for their children.


\$318,588
VALUE OF FOOD DISTRIBUTED
JANUARY – JUNE 2016


\$112,752
RENT & MORTGAGE ASSISTANCE
JANUARY – JUNE 2016


\$26,841
UTILITIES ASSISTANCE


\$15M
IN EARNED INCOME
TAX CREDITS

GIVING BACK: THE SECRET TO SUCCESS

Our volunteers are the bricks and mortar that hold our communities together. Their passion and perseverance inspire us do better, go further, and reach higher. Many of our corporate and affinity groups have devoted weekends and evenings to support our schools — as role models, as readers in the classroom and improving spaces and places, inside and out.

Companies that volunteered with us:

By the
numbers

of volunteers

650

of hours

2,654

Value of Volunteer Hours

\$62,528.24



"There's nothing better than spending the day with our youth, seeing the vigor in their eyes, sharing in their eagerness to learn and experience new things. They were so excited to accomplish a task and be rewarded with a book—how wonderful is that? Not a gadget or a toy: a book!"

—Tamara Trachsel, Account Manger, UPS

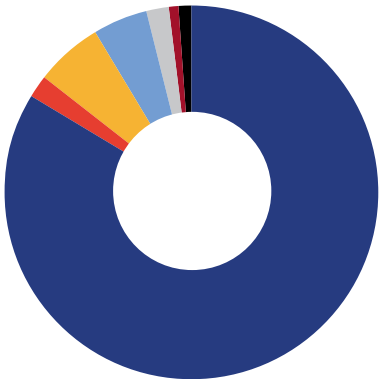


FINANCIALS | JUNE 30, 2016

Revenue, Gains, and Other Support

■ 88%	Current campaign year	\$13,337,297
■ 2%	Prior campaign years	312,942
-2%	Less provision for uncollectible pledges	(\$350,763)
■ 6%	Grants and contracts	\$901,775
-1%	Unrealized loss on investments	(\$225,525)
■ 5%	Contributions	\$720,881
■ 2%	Investment income	\$247,184
■ 1%	Service fees	\$97,263
■ 1%	Other	\$98,961
	Designation from other United Ways	\$61,162
	In-kind contributions	\$26,163
	Miscellaneous income	\$11,366

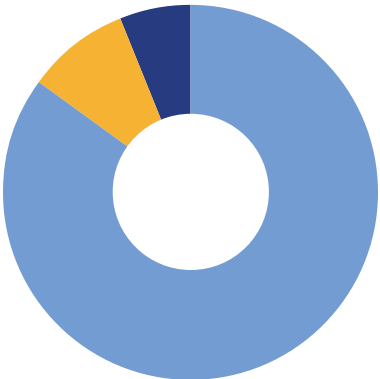
Total revenue \$15,139,745



Expenses

■ 85%	Program services	\$13,648,765
	Funds awarded/distributed	\$2,179,236
	Donor designations	\$7,757,911
	Community impact & initiatives	\$3,351,926
	Labor community services	\$359,692
■ 9%	Fundraising	\$1,529,046
■ 6%	Organizational administration	\$943,944
	Total expenses	<u>\$16,121,755</u>
	Change in net assets ¹	(\$982,010)
	Net assets beginning of year	\$11,319,208
	Net assets end of year	\$10,337,198

¹Resulting largely from a one-time pension termination expense



According to Charity Navigator, organizations with \$1 million in annual revenue should spend at least 75% of their budget directly on programs.

At 84%, United Way spends even more than what's recommended on the programs we fund.

100% of your donation stays in San Diego to help children & families in need.



GRANTS

Giving Exponential Potential

Humbled and grateful. Two words we can't say often enough when it comes to the generous funding we received in 2015-16. A heartfelt thank you to the companies, foundations, and organizations that understood our dedication to improving the lives of local children and their families.

July 1, 2015-June 30, 2016

Arthur P. & Jeanette G. Pratt Memorial Fund at Union Bank
Bank of America Charitable Foundation, Inc.
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CalEITC4Me, Golden State Opportunity
California Endowment
Community Services Association of San Diego Unified School District
Depend
Samuel I. & John Henry Fox Foundation
Hologic Charitable Foundation
Kellogg's
Molina Foundation
Nellie Thatcher Perkins Foundation
San Diego Coin & Bouillon
Satterberg Foundation
San Diego County Office of Education
Siemer Institute for Financial Stability
Stater Bros. Charities
Texas Instruments
MUFG Union Bank Foundation
U.S. Bank Foundation
United Way Worldwide
Department of the Treasury – Internal Revenue Service
Wells Fargo Foundation
Xerox Foundation



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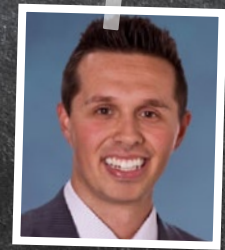
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Megan Thomas
San Diego Grantmakers





Our big, bold, audacious resolution is to disrupt the cycle of poverty, provide resources for underserved San Diegans to become self-sufficient, and to create better lives for local children by illuminating pathways for future success that come through learning and succeeding in school.

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LIVE UNITED

**United
Way**



**United Way
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