Dear Friends:

As Rich and I reflect on my first months as United Way’s CEO, we recognize that this organization’s work remains the same: supporting San Diego’s children and families. We believe the need for this support has never felt more important.

Helping underserved San Diegans is at the core of United Way’s work—as it has been for nearly a century. That effort is reflected in this report through the work we do every day, across the county, for hundreds of thousands of San Diegans.

Even though I’ve only been with United Way for a short time, I still have great admiration for the work accomplished on behalf of our region’s children and families by a dedicated staff and our generous donors and volunteers.

At United Way, we believe that all children should have the chance to succeed in school and life, regardless of zip code or income. That aspiration is shared by many of our colleagues in the nonprofit community, but what sets us apart is the way we will accomplish that goal.

Our unique ability to bring together other community stakeholders to advance opportunity for our county’s children drives us every day. We want to see those children succeed from cradle to career, and we want to know that families have the support needed to ensure their children’s success.

Only by combining our efforts and aligning our goals will we see that success. That’s why we believe in the power of collaborative community action.

Thank you for being part of that action and for your continued support as we move forward into a brighter future.

Mission: To spark breakthrough community action that elevates every child and family toward a brighter future.

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

Nancy L. Sasaki
President & CEO

Dr. Richard Pattenaude
Board Chair

LETTER MISSION + VISION
Community Reach → 94,831
Individual Donors → 12,315
Partners → 702
Schools Engaged → 87
Volunteers Giving Back → 428

Revenue, Gains, & Other Support (Fig.1)
- 86% Campaign results net of losses $7,976,397
- 5% Grants, contracts & contributions $459,549
- 5% Net investment income $477,046
- 4% Other $372,793
Total revenue $9,285,785

Expenses (Fig.2)
- 80% Program services $6,926,136
- 10% Fundraising $848,816
- 10% Organizational administration $891,407
Total expenses $8,666,359
Change in net assets $619,426
Net assets beginning of year $10,830,189
Net assets end of year $11,449,615
SUCCESSFUL STUDENTS + STRONGER FAMILIES = A THRIVING SAN DIEGO COUNTY

Our work helps ensure that children succeed from cradle to career, and families have supports needed to contribute to that success, regardless of zip code or income.

Ensuring that all children reach critical academic achievements, transition to college or career, and have stable, successful lives requires access to opportunities across the region.

CORPORATE PARTNERS*

- Ashford University
- Bank of America Foundation
- City of San Diego, CPPS
- Internal Revenue Service
- Kellogg’s
- MUFG Union Bank Foundation
- Nellie Thatcher Perkins Foundation
- Pratt Memorial Fund
- San Diego County Community Enhancement Fund
- Samuel I. & John Henry Fox Foundation
- San Diego Gas & Electric
- Stater Bros.
- U.S. Bank Foundation
- Wells Fargo Foundation

*Based on total donations directed to UWSD

GRANTS + FOUNDATIONS

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PARTNERS, GRANTS + FOUNDATIONS
ACHIEVING EVERYDAY ATTENDANCE

Students who miss school regularly are 4X less likely to read at grade level, severely impacting their learning and later academic success. United Way strengthened school attendance intervention strategies by helping teachers, administrators, nurses, and counselors use and apply data and best practices to improve daily attendance. Our Every Student, Every Day initiative identifies the barriers to daily attendance and helps resolve issues through referrals to needed resources. Last year, the impact of those efforts included:

- $35,700 recouped average daily attendance (ADA) dollars
- 7,200+ students and families increased attendance awareness
- 4,400 hours of support targeted to 274 children
- 670 more days of school students attended
- 18 interns from 4 universities served in 14 schools in both City Heights and Lemon Grove

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In order to reach critical academic achievements, transition to college or career, and have stable, successful lives, all children, across the region, must have access to opportunities.

EARLY GRADE LITERACY

COMBATTING SUMMER SLIDE

In 2016-17, 49% of our County’s 3rd graders weren’t reading at grade level, partially due to summer learning loss. United Way helps fight “summer slide” by coordinating partner efforts that provide high-quality literacy engagement strategies for greater impact. Now in its third year, our four-week literacy initiative, Readers in the Heights, offered summer enrichment opportunities to elementary students in City Heights, resulting in:

- 10,000 hours of literacy participation
- 900 books distributed
- 479 students participated
- 100+ days of programming
- 80 volunteers engaged in 200 hours of reading
- 65 staff trained
- 7 sites


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Partners: San Diego Unified School District, Lemon Grove School District, San Diego State University, Point Loma Nazarene University, University of San Diego, UC San Diego, Alliant University, Cal State San Marcos, University of New England

CRADLE TO CAREER
According to the Center of Excellence for Labor Market Research, unless local workers get the skills the labor market needs, more than 29,000 jobs in our County will remain unfilled in top middle-skill jobs every year. Too many high school and community college students are not prepared to fill those positions, which blocks them from becoming self-sufficient. By facilitating the technology behind connecting students and teachers to local employers, United Way and our partners assisted high school and community college students to explore and experience the workplace, informing their decisions about the future and preparing them for college or career. The impact of those efforts includes:

- 23,626 work-based experiences
- 125 employers connected students to 3 high-wage, high-growth, high-demand industries
- 47 high schools & community colleges engaged
- 15 school districts engaged

Almost half of the county’s children are living in households struggling to make ends meet. A sudden loss or emergency expense disrupts learning, increases absenteeism, and leads to student disengagement. Our support is critical to vulnerable families and children who need our help.

United Way distributed resources and support to nearly 35,000 local families during tough times last year. Whether it was serving 3,700 individuals and families with emergency assistance for mortgage or rent, utilities, food, or tax-filing assistance for over 31,000 households—plus, enrolling those eligible for food-assistance programs, leveraged by our partnership with Health & Human Services—we supported children and families across the region.

UNIONS UNITED

- $318,922: Value of food distributed
- $92,726: Rent & mortgage assistance
- $37,813: Utilities assistance
- $376: Transportation & medical needs
- 350 families received holiday meals & toys, distributed by 150 volunteers at Holiday Food & Toy Distribution
- 56 volunteers sorted 200,000 lbs of food at “Stamp Out Hunger” Food Drive

Partners: San Diego and Imperial Counties Labor Council, AFL-CIO, San Diego Food Bank, Feeding San Diego

EARNED INCOME TAX CREDIT (EITC) COALITION

- $40 million in state & federal refunds returned to our county
- 31,092 households filed returns
- 8,244 filers claimed the Federal EITC, accounting for over $14 million in refunds
- 61 free tax prep sites leveraged by the coalition
- 22 community & non-profit partners supported to implement taxes & referrals

Members of the TOCQUEVILLE SOCIETY are dedicated philanthropists and community visionaries who give $10,000 or more annually to United Way. Members enjoy exclusive events and meaningful opportunities to connect with those we serve. Last year, those included “Tocque Talks” with community leaders, a Thank-You event at the La Jolla Map & Atlas Museum, and various volunteer opportunities that gave members one-on-one contact with students in the classroom.

For more information about the Tocqueville Society, please contact Lisa Kalal at 858.636.4162 or lisa.kalal@uwsd.org.
WOMEN’S LEADERSHIP COUNCIL

The WLC (now known as Women United) is comprised of 127 powerful women driving change through cross-industry networking, professional development aimed to grow and strengthen one another, and volunteering in the community to enhance the lives of women, children, and families. This year, they celebrated their 10th anniversary and everything they’ve accomplished since the group’s inception. This dynamic group of women has made a significant impact in San Diego! In total, the WLC has included 1,000 community-minded women investing over $2 million in our community on behalf of women and children.

“WLC is an amazing group of powerful women driving change in our community. Our annual gifts collectively fund educational initiatives that improve the lives of women and children in the San Diego Region. We truly see the impact of our philanthropic dollars at work through special initiatives and programs.”

—Sarah Thompson, Chair, WLC

EMERGING LEADERS

Emerging Leaders is a dynamic network of 140 young professionals representing companies and industries across San Diego. Through volunteerism, networking, and professional development opportunities, Emerging Leaders have the chance to amplify the impact they have in the community. Just this last year, Emerging Leaders attended lunch events with prominent community leaders, learned about time management and interview techniques from professionals, how to leverage their LinkedIn presence, as well as read with students in local schools.

“I greatly appreciate the opportunity to serve on the Steering Committee for Emerging Leaders because it allows me to represent my organization in a professional, collaborative, and productive way. I learn so much from interacting with my fellow members—other young professionals from different companies and backgrounds, sharing experiences and insights on how we can make our community a better place.”

—Reana Shah, Chair, Emerging Leaders

VOLUNTEERS

428 community members donated over 1,400 hours, valued at $33,796, participating in projects ranging from sorting and distributing food to reading aloud to kids in classrooms to serving on committees and boards, giving their time and talents to support United Way and the communities we serve.

“A PHILANTHROPIC COMMUNITY
EXECUTIVE COMMITTEE

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Rich Pattenaude, Ph.D.

Vice Chair, Chair,
Campaign Cabinet
Alexis S. Gutierrez, Esq.

Past Chair
Jacqueline Parks

Chair, Finance Committee
Jacob M. Richards

Board Secretary
Charlene Dackerman

Chair, Audit Committee
Gordon Wiens

Chair, Marketing Committee
Reid Carr

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