2015



Annual Report





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Smarter Philanthropy Makes Meaningful Impact

2015's United Way of San Diego County continues to change and evolve.

Like most charitable organizations, United Way works hard to connect donors to meaningful results. At its core, **philanthropy** is about making a positive change in the lives of those we serve. The challenge is to ensure that our efforts produce the most meaningful impact — the "smartest" impact — possible.

The core of our mission remains relatively unchanged over the past 95 years: We exist to improve people's lives. Last year alone, we improved conditions for nearly 75,000 residents across the county. And more than ever before, we're focusing on the critical areas of **education and academic success** for local children and their families because we know this is where we can make the most meaningful impact. Research shows that investing early yields tremendous benefits for children's futures.

Rather than working alone, we are creating collaboration at the highest level. More non-profits and local partners are actively working together to address local issues, and United Way is serving as a galvanizing force to help transform the fabric of social services. Highlights about our community collaborations are featured in the pages ahead.

Together, we truly can accomplish more than we could ever hope to accomplish alone. We're excited about what the future holds and know that leading this type of coordinated, regional philanthropy — smarter philanthropy — holds immense promise for making real change.

Thank you for being a part of our work!

Kevin Crawford
President and CEO

Jacqueline Parks Board Chair

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.



CORPORATE GIVING AT ITS BEST

Our Partners in Philanthropy

Our corporate partners don't accept the status quo... not in their careers and not in their communities. And that's a philosophy that resonates throughout their places of business. Corporate philanthropy counts: empowering employees to help change our community through workplace donations, sponsorships, and other generous support. The buck doesn't stop there; it's only just begun!

Our Corporate Partners include **Solar Turbines, Wells Fargo, AT&T, GEICO, Costco, UPS, Bank of America, Enterprise Rent-A-Car, Hunter Industries, Bridgepoint Education** — just to name a few. We work with hundreds of companies large and small that invest in the future of their community through United Way.

Top Partners, UWSD Direct Giving





















Top Partners, Overall Giving















Pricewaterhouse Coopers









Investing in Change at the Highest Level

Members of the esteemed Alexis de Tocqueville Society are rewriting the future of our community through philanthropy and collective leadership. Tocqueville members' sustained support moves the needle on United Way's most important work: improving the lives of San Diego County's children and families.

The Tocqueville Society recognizes those who are deeply committed to creating change at the highest level, with members giving \$10,000 or more annually with at least 10% unrestricted to United Way's critical work. Members believe that investing in proven, results-driven work is the best way to drive change for the long term.



"The whole idea behind United Way is supporting measurable results that come from community collaboration. United Way can lead the way because of its traditions and prestige in the community. That's absolutely critical."

-Betsy & Scott McClendon Tocqueville Chairs



ALEXIS DE TOCQUEVILLE SOCIETY

JULY 1, 2014 – JUNE 30, 2015

~ MILLION DOLLAR ROUND TABLE ~

Lifetime Members

Helen Copley*
Jenny & Sid* Craig
Cushman Family Foundation ~
Lawrence M. Cushman and
Janice & Marc Ziegler
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

2014/2015 TOCQUEVILLE SOCIETY DONORS

\$100,000 - \$249,999

Kevan Bradshaw
Cushman Family Foundation ~
Lawrence M. Cushman and Janice
& Marc Ziegler
Debbie & Alan Gold
The J. Mark Grosvenor Foundation

\$50,000 - \$99,999

Carol & Pedro Cuatrecasas Giang Do Howard Charitable Foundation Johnson Family Foundation Jane & Tim McCarthy

\$25,000 - \$49,999

Dr. Thomas Bumol
Roberta & Malin Burnham
Hunter Family Advised Fund
Carol & George Lattimer
Stephanie Truhlar & Andrew Eaton
Chad & Sarah Whitehead
The Richard P. Woltman Donor
Advised Fund
of the Rancho Santa Fe Foundation

\$10,000 - \$24,999

Angela & Joe Bear Randy & Barbara Beck John Begley Craig Brown Robert & Marla Bruning Mr. & Mrs. John Clift Ken & Joy Dahlberg Benjamin F. Dillingham III Florence Nemkov & Bernard J. Eggertsen John Faulkner, Ernst & Young LLP Kim & Marilyn Fletcher Pauline Foster Kenn & Katy Frankel The Grosvenor Foundation Christopher Hansen Vanessa Herbert Tim & Erin Holl Mike Howard Greg & Wendy Hunter Natalie & Dale Kain

Dan & Sherri Kleeburg Dee & Niki Krutop Jennifer & K. Alan Lonbom Scott & Betsy McClendon Joe & Sarah Mishriki John Munroe Judson Quiggle Doug & Denise Regnier Rivkin Family Fund I Lynne & Glenn Rossman J. Michael Sauder 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 Doug & Stevie Younkin

8 Donors requested to remain anonymous

Gifts made through The San Diego Foundation
* Deceased



TAKE ACTION, DRIVE CHANGE, CREATE COMMUNITY

Powerful Women, Infinite Possibilities

United Way's Women's Leadership Council (WLC) knows just how to make waves: Not only is it their mission to build a vibrant community of empowered women and children, but their money talks. Last year's Women United Fund invested \$64,000 in youth leadership development and college prep and \$40,000 in early grade literacy, directly changing the lives of our region's kids, their moms, and other local women.

They mentored high school juniors and seniors, coached career-tracked Millennials and Gen-Xers, and volunteered at shelters. A cross-industry cadre of women leaders, WLC members also made time to decide on funding and attend educational, entertaining networking events.





Professional Growth Meets Philanthropic Goals

Our newest affinity group, United Way's **Emerging Leaders Council** (ELC), opens up opportunities
for local **young professionals** to network with
like-minded philanthropists across all industries.
Members develop business acumen and leadership
skills while building a **culture of philanthropy** that
aligns with United Way's mission and supports
what we do best: putting the right people together
with the right resources to do the most good for
local children and families.

Last year, that included bringing the Emerging Leaders Council together to take part in over a dozen volunteer events, touching hundreds of lives. In less than a year, this dynamic group is gaining momentum as it moves towards **100 members**, representing over 20 different industries. Future philanthropists in full force!



GETTING READY FOR K IS KEY

Entering School Prepared for Success

Children from low-income families enter kindergarten up to 60% behind their more affluent peers. A child's zip code should not determine their odds for educational success.

This disparity is the reason United Way helps kids outside the classroom so they can succeed inside the classroom. **Kindergarten readiness** sets children on the right path for later school success and lifelong learning, closing the gap before it begins. Preparing kids for school requires many moving parts — parenting skills, social-emotional support, developmental screening, quality early learning experiences — **multiple, interlocking support systems** that move learning beyond the school day and the school year.

In many low-income families, getting children to school and providing a learning-rich home environment are logistical and financial challenges that only widen the **educational gap**. Many struggling families can benefit from easier access to services, resources, information, and supports — and this is even more critical for families who struggle financially.

Though we accomplished great work across San Diego County last year — through parent education toolkits in **City Heights**, developmental screenings in **Chula Vista**, summer reading programs in **Southeast San Diego** — we knew we could play a bigger role in providing a more holistic approach, using shared resources, care coordination, support networks and more.

¹Lee, V. E. & Burkam, D. T. (2002). Inequality at the starting gate: Social background differences in achievement as children begin school. Washington, DC: Economic Policy Institute; http://www.epi.org/publication/books_starting_gate/

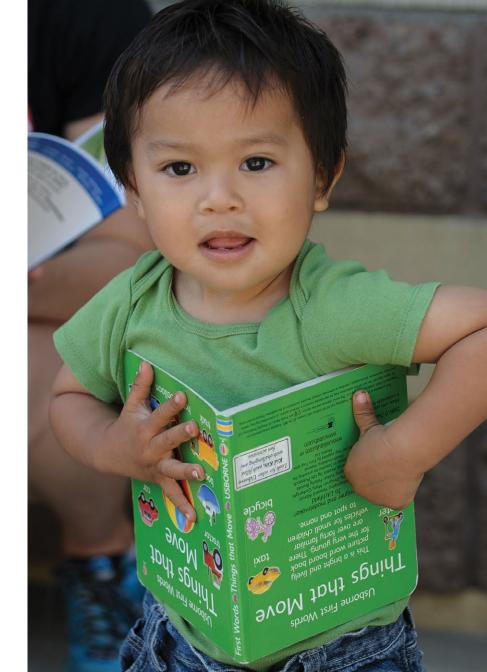


EARLY LITERACY LIGHTS THE WAY TO LATER LEARNING

Kids Who Read, Succeed!

From preschool to third grade, children are **learning to read** — ABCs, phonics, new vocabulary — but from fourth grade on, children are **reading to learn**. In every subject, they're expected to read and comprehend. So, what happens to an eight-year-old who can't read well? Struggling readers from low-income homes are **six times less likely to graduate** on time. Our focus on literacy helps level the playing field for San Diego's less advantaged and non-English speaking communities.

One of the ways we improve early grade literacy is by focusing on **early grade attendance** and its connection to student achievement. Studies show chronic absenteeism in kindergarten is directly related to lower reading and math achievement in first grade. By third grade, regular absences could result in being held back a grade.



Every Student, Every Day (formerly Early Warning Continuum)

In 2014, we helped launch this project, working with Health & Human Services Agency, along with non-profit partners/service providers, the school district, teachers, parents, local college interns, and school principals in City Heights to help break down the barriers to getting kids to school — such as a lack of reliable transportation, no clean clothes or trouble understanding English. Thanks to the power of collective impact, it's already working.

"Our intern James has been building relationships with families and kids. He's in the hallway giving high-fives, he's in the classroom. He's able to find out [why] these kids are not coming to school. Having James at our site — getting to know those families, connecting them to resources, letting us know what he's finding out — has made a huge difference in our work. Attendance is important to us, and now we're focusing on it as a whole school site."

—Liz Duvall Central Elementary Principal, City Heights

Absenteeism Costs

- Only 41% of children who were chronically absent in kindergarten and first grade read on grade level by third grade.
- Every missed day of school takes 1.5 days to catch up.
- In the 2011-2012, school year, 19.2% of elementary students absent or tardy three or more days meant \$102 million in lost funding for San Diego schools.¹

 $^{^{1}\ \, \}text{http://www.kpbs.org/news/2011/jun/27/skipping-school-cost-san-diego-districts-more-100-/}$

THAT WAS THEN, THIS IS NOW

Collective Impact



supporting promising yet potentially redundant educational programs around the county...



to the voice of the community to determine the most important outcomes for children — quality early learning, academic proficiency, family stability and successful transitions to college and career — and committed to finding the best ways to drive improvement in those areas.



resources, measurement and metrics by using cross-sector networks of community leaders & members to ensure everyone was moving in the same direction and tracking progress in similar ways.



best practices and activities to move the needle farther as we continue to learn, course correct, and push forward!

Here's How We're Succeeding

Community reach:

73,632

Books distributed:

23,865

Families impacted:

16,336

Partners engaged:

112

Schools engaged:

20



Collective Impact also lets us work with community partners on complex issues like reducing chronic absenteeism. With Every Student, Every Day, kids who are frequently absent are identified by the district, then tracked and monitored by our team.

Social work and public health interns from SDSU and Point Loma Nazarene are placed inside the classroom to reach out to kids' families outside the classroom, referring them to area non-profit programs and services that specifically address what's causing the absenteeism. Those involved aren't just passing along a phone number; they're developing authentic relationships.

Later, we **check the data** to make sure the programs and services were successful. We **monitor closely** to see if attendance and reading or academic performance scores have improved. That's how we know we're on the right road!

STRIVING FOR STABLE SUCCESS

As one of only nine United Ways chosen by StriveTogether to be part of a nationwide "Collective Impact" initiative, we receive strategic coaching and support from Target and United Way Worldwide. As the "anchor" organization for multiple partnerships, we continuously improve to help foster successful children and more stable families.

Every Child, Every Step of the Way



To stop funding individual, isolated programs and instead fund partnerships — a network of practitioners focused on using data to improve outcomes for kids and families.



Sharing our experience, coaching others, facilitating when needed, measuring progress, and using data for continuous improvement and to track progress.



We're not taking money to turn into individual program grants; we're targeting dollars toward what we and local practitioners know will generate the greatest impact.



Using data to make the best possible investment for our kids.

IMPACT WHERE IT'S NEEDED MOST

Four Grants, Four More Chances for Change

HOW THESE GRANTS ARE DIFFERENT:

A commitment to use a collective impact approach, across all sectors, helping the youngest San Diegans and their families succeed.

HOW UNITED WAY IS DIFFERENT:

More than just a check writer, we're an active investor, offering technical assistance, data coaching, learning opportunities, facilitation and support.

HOW THESE GOALS ARE THE SAME:

Each network consists of 20-25 partners — working together to achieve shared goals around kindergarten readiness, early grade literacy and family stability.

HOW DIFFERENT GROUPS FIND COMMON SUCCESS:

Networks will leverage each other's work, both within their own networks and across all four.

FOUR COMMUNITIES:

Linda Vista, Santee, San Diego County, Tierrasanta



THE "TWO-GENERATION" APPROACH



Working with Kids & Parents Creates Success

United Way's collaborations in City Heights and more recently in Vista involve more than 100 partners: a cross-sector of community members, the City and County of San Diego, the local business community, parents and families, non-profits and service providers, school districts, government, higher education and law enforcement all signed on to work together to improve the lives of children and their families in these regions.

We've collaborated with the Hoover Cluster of schools in **City Heights** to track and share attendance and reading scores in 2015. More than **1,600** families were taught to use Literacy Toolkits to prepare their children for kindergarten, establishing a solid foundation for learning. Students moved more quickly through kindergarten content, with better comprehension. At one school, 2nd graders who struggled with reading worked one-on-one with volunteer tutors to great results. After several months, **91%** of students accelerated their reading levels and increased writing proficiency and **33%** improved attendance.

In **Vista**, we're focused on both sides of the academic spectrum: kindergarten and college and career readiness. We're establishing Collaborative Action Networks to move the needle in both of these areas. Partners are reviewing data, listening to the community, and exploring research to determine how to ensure children starting at Vista Unified are ready to learn. Networks will help students leave school prepared for success in college or a career.

"The Vista Partnership for Children is a collaboration of dedicated individuals and organizations working to collectively improve readiness for every child at the pivotal stages of entry into kindergarten and graduation from high school.



By working together we already see signs of great progress. Tremendous potential arises when an entire community focuses on supporting our children."

—Devin Vodicka Superintendent of Schools, Vista Unified School District



GEARING UP FOR THE NEXT GENERATION

Philanthropy Runs Through Us



California Career Pathways Trust Grant. \$13 million grant awarded in May 2015 to San Diego County College & Career Readiness Consortium.



It helps to build a prepared, innovative workforce and supports local economic development.



Fiscal Agent: San Diego County Office of Education; Anchor organization: United Way, bringing partners together to create a countywide, sustainable system for success.



15 school districts, 5 community college districts, plus nonprofits and industry partners.



Over 13,500 high school and community college students explore career options and get work-based training for high-wage jobs in advanced manufacturing, clean energy, IT & Communications.



We all do. Local industries benefit by investing in a future workforce, and San Diego County's families and children look forward to a realistic working future.

"This grant was not awarded to us to do more of what we already do. It was awarded to put a ... structure in place so we can come together as a region and change the way we do things



... to create a system to better serve students."

—Tia Anzellotti Director of Partnerships, United Way of San Diego County



SAFETY NETS FOR STRUGGLING FAMILIES

Bridging the Way to Stability

Without good health, stable housing, food, safety, and adult support, children can't meet their full potential. Within these critial factors, supporting family stability and self-sufficiency is an essential component of supporting a child's success ... and an important focus for our work.

Across the region, **Unions United** (formerly The Department of Labor Participation) supports San Diego's working families experiencing a crisis or financial hardship. Family stability is crucial to creating the conditions in which children can thrive and learn, as poverty and financial insecurity are two of the greatest barriers to educational attainment.

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 last year during difficult times. Unions United provides a bridge for those in the "gap" area — working families who don't qualify for larger subsidies, including those hit by last year's Haggen grocery store layoffs — by making sure they have direct access to support.

\$379,573 value of food distributed, July 2014–June 2015

\$73,205 rent & mortgage assistance

\$9,029 utilities assistance

\$2,186 transportation and medical needs

EITC Makes a Difference

United Way also 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.

WHAT IT IS / DOES

Earned Income Tax Credit. A proven solution that lifts millions of children and working families out of poverty each year.



Helps lower-wage working families keep more of what they earn.



Encourages work, reduces poverty and leads to long-term gains in child health and academic success. The Child Tax Credit helps offset the cost of raising children.



Improves child health and academic achievement, supports financial stability for hard-working families, and pumps billions of dollars back into local communities.

LOCAL \$\$\$

- Households (families) served: 28,282
- Refunds (including all credits): \$33.3 million
- Total EITC refunds: \$13.1 million

LOCAL IMPACT

- One of the country's strongest anti-poverty measures.
- Lifts millions of families above the poverty line.
- Most families use refunds for rent or transportation.



ENDING HOMELESSNESS IN SAN DIEGO

A Marathon, Not a Sprint

Nearly a century of good deeds begins with good ideas: seeds planted with the hope they will grow and thrive on their own. That includes the idea of changing lives.

Beginning with the Community Chest in 1920 and growing into United Way of San Diego County, our organization has pioneered, launched, nurtured, supported, and shepherded to success several San Diego institutions, including 2-1-1 and LEAD San Diego, that revolve around improving lives.

Added to that roster is **Project 25**, conceived and funded by United Way with \$1.5M over a three-year pilot program. This **historic public-private partnership** between the County and City of San Diego, hospitals, law enforcement, ambulances, the justice system and service providers helped permanently house 36 formerly homeless people, saving more than \$3.5 million in taxpayer and other social service dollars over 24 months.

Father Joe's Villages managed the project and continues to oversee it, thanks in part to \$100,000 in bridge money United Way supplied. This demonstration of the Housing First model and the use of Permanent Supportive Housing were catalytic in the changes our region's service delivery models have witnessed.

Last year, United Way facilitated another effort to end homelessness. Funders Together to End Homelessness San Diego (formerly the San Diego Grantmakers' Homelessness Working Group) is a collective of philanthropists and grantmakers that align resources to end homelessness in the county. Headquartered at United Way, FTEH-SD is the local representative of a national network of grantmakers.

Though our role is changing from one of leadership to support, we are proud to have helped accelerate an end to homelessness in our region. We know our investment is in capable hands.

"Project 25 was the first time we had the county, the city, hospitals, the probation department and the police department all working together so we could show the numbers. Now we know it costs more to do nothing, both in quality of life and taxpayer dollars."



—Shaina Gross SVP, Chief Impact Officer, United Way



VOLUNTEERS HAVE MORE FUN!

Nothing Pays Back Better

United Way's volunteer events and opportunities give our community partners and workplace donors, supporters and staff, the chance to get hands-on while giving back in the spirit of collective impact.

Last year, we moved more of our volunteer efforts towards our top priorities: Early grade literacy and its impact on family stability. At our annual **Day of Action**, **75 volunteers** created a pop-up bookshop at the City Heights Library sourced from **7,000 donated books**. The community came together to create four paintings that circulated in City Heights with themes of family, education, health and safety.

Inspiring speakers included Superintendent of Public Education Cindy Marten and San Diego Councilwoman Marti Emerald. Kids left with both new and gently used bilingual books, a reading tip sheet for parents and a reusable bag to tote home. Thanks to our sponsors, more of San Diego's children can stack books by their beds!

During March's **Read Across America**, celebrating literacy and Dr. Seuss's birthday, volunteers from our corporate partners, members of the Women's Leadership Council and Emerging Leaders Council visited schools in City Heights and Vista, reading Dr. Seuss books aloud in the classroom and joining in literacy activities.

United Way campaign partner Deloitte brought 40 volunteers from all parts of San Diego to roll up their sleeves and install 10 bilingual outdoor/indoor games on engaging signs, each with an easy activity combining early literacy skill development and movement making. These **Born Learning Trails** engage kids and parents in learning opportunities on-the-go.

"There is nothing more magical to our youngest readers than owning their very own book. We know that students who read independently and voluntarily do better in school and in life. Access to books is key."



—Cindy Marten
Superintendent of Public Education
San Diego Unified School District



FINANCIALS

Statement of Financial Position, June 30, 2015

	2015
ASSETS	
Cash and cash equivalents Restricted cash	\$ 1,250,444 145,821
Pledges receivable, net	5,030,480
Accounts receivable	120,642
Grants receivable	150,000
Prepaid expenses and other assets	97,570
Investments	9,563,058
Land, building, and equipment, net Pension fund asset	 1,374,567
Total Assets	\$ 17,732,582

LIABILITIES AND NET ASSETS

Liabilities	
Accounts payable and accrued expenses	\$ 1,753,292
Amount due to Combined Health Agencies	34,787
Amount due to Combined Federal Campaign agencies	2,144,924
Designations payable	1,090,076
Allocations payable	1,301,078
Line of credit	89,217

Total Liabilities 6,413,374

Net Assets

Unrestricted	10,398,261
Temporarily restricted	874,283
Permanently restricted	46,664

Total Net Assets _____11,319,208

Total Liabilities and Net Assets \$ 17,732,582

Revenue, Gains, and Other Support

92%	Current campaign year	\$14,531,903
5%	Prior campaign years	\$845,268
-5%	Less provision for uncollectible pledges	(\$848,370)
4%	Grants and contracts	\$664,395
0%	Unrealized gains on investments	(\$54,424)
1%	Contributions	\$109,522
1%	Investment income	\$189,918
1%	Service fees	\$130,873
1%	Other	\$115,724
	Designation from other United Ways	\$65,684
	In-kind contributions	\$15,247
	Miscellaneous income	\$34,793

\$15,684,809

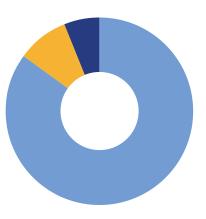
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Total revenue

85%	Program services	\$14,801,815
	Funds awarded/distributed	\$1,207,435
	Donor designations	\$8,517,133
	Community impact & initiatives	\$4,621,309
	Labor community services	\$455,938
9%	Fundraising	\$1,606,200
6%	Organizational administration	\$1,116,368

Total expenses	\$17,524,383	
Change in net assets ¹	(\$1,839,574)	
Net assets beginning of year	\$13,158,782	
Net assets end of year	\$11,319,208	

¹Resulting largely from a one-time pension termination expense



2014-2015 BOARD OF DIRECTORS

Executive Committee

Chairman of the Board Jonathon E. Vance, CFA, CPA MedDx Strategy Partners, LLC

Labor Representative
Richard Barrera*
**San Diego/Imperial
Counties
Labor Council, AFL/CIO

Chair, Marketing Committee Reid Carr Red Door Interactive

Board Secretary

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Omar Passons

**Stutz Artiano Shinoff & Holtz

Chair, Women's Leadership Council

Rebecca Smith*

**The Eastridge Group

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**San Diego Coastkeeper

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Marla B. Black*

**Union Bank of California

Labor Representative Lindsay Burningham San Diego Education Association Ignacio De La Torre*
AT&T – External Affairs

Eileen Drake*
Pratt & Whitney Aeropower

Regina V. Evans*
**Information Manageme

**Information Management Resources, Inc. (IMRI)

Rockette L. Ewell* U.S. Bank

Alexis S. Gutierrez*
Higgs Fletcher & Mack, LLP

Chair, Campaign Cabinet Karen Hutchens Hutchens PR

Harold "Gil" Johnson*
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Rebecca Kelley*
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City Council – District 6

Labor Representative
Thomas A. Lemmon
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Trades Council, AFL-CIO

Sharon Lee Rhodes*
San Diego Community

College District

Kian Saneii*
Independa, Inc.

William C. Trumpfheller* Nuffer, Smith, Tucker, Inc.

Kenneth H. Weixel*
Deloitte & Touche LLP

Chair, Audit Committee Gordon Wiens* Bank of America

Staff

Kevin Crawford
President & CEO
United Way of
San Diego County

**Employed by these companies during this time period *At-Large Members

GRANTS, AWARDS & RECOGNITION

In addition to giving, we received generous grants from the following:

Bank of America
Bridgepoint/Ashford
Cox Cares
Fox Foundation
Hoosie Martin Foundation (in-kind)
IRS – VITA
Nellie Thatcher Perkins
Pratt Memorial Foundation
San Diego County Office of Education

Siemer Family Foundation Staples Foundation Stater Bros Texas Instruments Union Bank US Bank Wal-mart Wells Fargo

Naish & Mulvaney Awards

Maureen "Mo" King and Jonathan E. Vance were United Way's community leadership and volunteerism awardees for 2014-2015.

The "Volunteer of the Year" Award, given to Jon Vance, recognizes an individual who has made a significant and sustained contribution to United Way as a volunteer and commemorates the extraordinary commitment of Jack Naish, a former board member.

"Mo" King was awarded the sixth annual James F. Mulvaney Community Leadership Award for demonstrating long-lasting, exceptional service to the San Diego community. The award is named for James (Jim) Mulvaney who was active on numerous nonprofit boards and organizations for 50 years.



Thinking Green, Inside & Out

We not only improve lives, we improve the environment! Last year, United Way of San Diego County received one of the City of San Diego's Environmental Services 2015 Waste Reduction and Recycling Awards, thanks to our efforts around the office. We turned boxes and paper into notepads; donated old electronics to other non-profits; provided desk recycling bins for every cubicle, break room and conference room; and printed 75% of our materials (flyers, booklets, brochures) inhouse and only on demand. And that's just the inside. With last year's record-breaking drought, we benefitted from rebates provided by the City of San Diego and the Southern California Water Wise program, saving over \$35,085 by removing the grass turf and installing a water-wise drip irrigation landscape system.





"If your actions inspire others to dream more, learn more, do more and become more, you are a leader."

-John Quincy Adams



United Way of San Diego County

