



2018-2019 ANNUAL REPORT

align

PARTNERS TO
ADDRESS INEQUITIES
IN OUR REGION AND
HELP UNDERSERVED
COMMUNITIES.

leverage

RESOURCES TO BETTER
UNDERSTAND ROOT
CAUSES, AND PUT
IMPACTFUL SOLUTIONS
INTO ACTION.

transform

THE LIVES OF
CHILDREN, YOUNG
ADULTS, AND
FAMILIES.

OUR MISSION

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

OUR VISION

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



United Way
of San Diego County

Aligning Partners. Leveraging Resources. Transforming Lives.

Letter

FROM OUR PRESIDENT & CEO AND BOARD CHAIR



DEAR FRIENDS,

For almost a century, United Way of San Diego County has aligned with partners to address inequities in our region and help underserved communities. But we don't do it alone. We count on partners and workplace campaigns to align with us, in partnership with others. *That's how it works.* That's how we help families thrive and students succeed. By aligning our efforts and leveraging those combined resources — from data to grants to educational expertise — we can transform the lives of children, young adults, and families across San Diego County.

We know that in order to truly thrive, children must meet certain milestones. That's why our focus continues to be in the formative years. We know that helping children succeed early in life sets them up for a lifetime of success, strengthens family stability, and improves long-term outcomes for students.

This annual report showcases our efforts to achieve those successes — to continue resolving inequities that are barriers to learning and success in school for so many of our children and young adults. We want to see more of them:

- ready for kindergarten
- read at grade level
- attend school every day
- graduate from high school
- track toward careers in high-wage industries
- live in households that can make ends meet

When we talk about what matters most for the future of United Way's work in the community, we talk about partnership — with our board, staff, and supporters; with local businesses, agencies, foundations, and funders. And we look at where our combined support is needed most.

As we head into our centennial year — ONE HUNDRED YEARS! — we reflect on all the partnerships in the last year that have helped San Diego families survive and thrive. From our Union arm, Unions United, providing assistance during tough times, to the EITC Coalition's free tax-preparation services that helped bring back over \$47 million in tax refunds to our community. From our reading and absence-intervention initiatives, we watched reading scores soar to 77% and daily attendance stabilize. Successes large and small have always been part of United Way's century of community support, and the past year gives us hope for a bright future ahead.

We hope you'll be as inspired as we are to continue this important work with us, transforming the day-to-day reality for San Diego's kids and families and helping us grow a stronger San Diego.



Nancy L. Sasaki
President & CEO



Dr. Richard Pattenau
Board Chair



United Way
of San Diego County

IMPACT HIGHLIGHTS

Last year, UWSD aligned with over 100 community partners and leveraged investments from 13,000+ individuals & 350+ corporate partners to transform the lives of children, young adults, and families in San Diego County. As a result of these efforts...



77%

of students in the Readers in the Heights initiative maintained or improved their reading abilities.



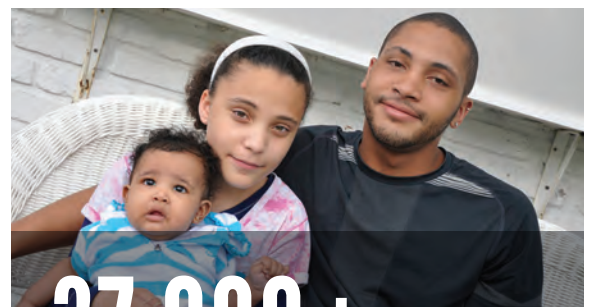
6,000+

hours of support was provided to schools, students, and families to address chronic absenteeism.



\$47M

in federal and state refunds were brought back to San Diego through the Earned Income Tax Credit Coalition.



37,000+

families were supported through food distribution, rent/mortgage and utilities assistance, and free tax-preparation services.

Early Childhood Success

Both reading and attendance play critical roles in determining a young person's ability to excel along his or her academic pathway. Many children aren't maintaining these skills, which is why United Way's intervention initiatives are so important.

Every Student, Every Day Interns



Every Student, Every Day

More than 58,000 boys and girls were chronically absent from San Diego schools in 2018-19. While parents do everything they can to get students to school on time, families are still challenged by other priorities, like transportation, food insecurity, and livable wages. United Way's attendance initiative analyzes what interventions work best so that resources are deployed to the most successful efforts. By using data to highlight these efforts, more chronically absent students are getting to school on time, every day.

Readers in the Heights

HELPS FIGHT "SUMMER SLIDE"

Our literacy initiative provides high-quality enrichment opportunities to elementary students in City Heights. This coordinated partner effort gives students the supplementary bridge that keeps reading in their world all summer long and prepares them for more in the fall.

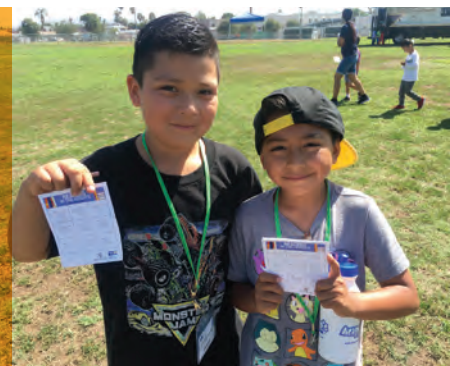
Thank You to Our Readers in the Heights Partners:

City Heights Community Development Corporation, City Heights Weingart Library, Harmonium, Inc., Karen Organization of San Diego, San Diego Council on Literacy, San Diego Police Department, San Diego Unified School District-PrimeTime, Traveling Stories, Words Alive, YMCA-PrimeTime

READERS IN THE HEIGHTS

398

Students Participated



1,519

Books Distributed



Thank You to Our Every Student, Every Day Partners:

Adams Elementary School, Carver Elementary School, Central Elementary School, Cherokee Point Elementary School, Edison Elementary School, Franklin Elementary School, Hamilton Elementary School, Joyner Elementary School, Lemon Grove Academy, Monterey Heights Elementary School, Normal Heights Elementary School, Rosa Parks Elementary School, Rowan Elementary School, San Altos Elementary School, Vista La Mesa Academy, Wilson Middle School, California State University San Marcos, Point Loma Nazarene University, San Diego State University, University of California San Diego, University of San Diego, County of San Diego Health and Human Services Agency, County of San Diego Child Welfare Services, Jewish Family Service of San Diego

Youth Success



Approximately
46.5%

of internships
are unpaid.*

A paid internship,
rather than an
unpaid internship,
doubles a student's
likelihood of
getting a job.**

College graduates who have had a paid internship and received a full-time job offer usually earn a higher salary than a graduate with an unpaid internship.*

COMMUNITY COLLEGE PAID INTERNSHIP INITIATIVE

UWSD convened the Regional Economic Development Corporation (EDC) and San Diego Community College District (SDCCD) to strategize on how to provide paid internships for community college students and increase the pool of available skilled workers for local businesses.

This effort builds on the EDC's Inclusive Growth initiative and leverages San Diego & Imperial County Community College Association's (SDICCA) Strong Workforce initiative. The result was an action plan to create paid internship opportunities. The EDC submitted an application to JPMorgan Chase's Advancing Cities Grant Competition to support this work.

* <https://www.viscardicenter.org/paid-vs-unpaid-internships/>

** https://home.tdnmiami.com/_assets/docs/tdn-internship-compensation-guide.pdf



30 Volunteers



Family Stability

Nearly half of all San Diego County children are living in households that struggle to make ends meet. Children from financially challenged households often have lower graduation rates and less earning potential as they become working adults. By supporting low-income households when times get tough, United Way and its partners leverage resources that can help build stronger children and families. This includes assistance with mortgage or rent, utilities, and food, as well as resources for free tax-preparation.



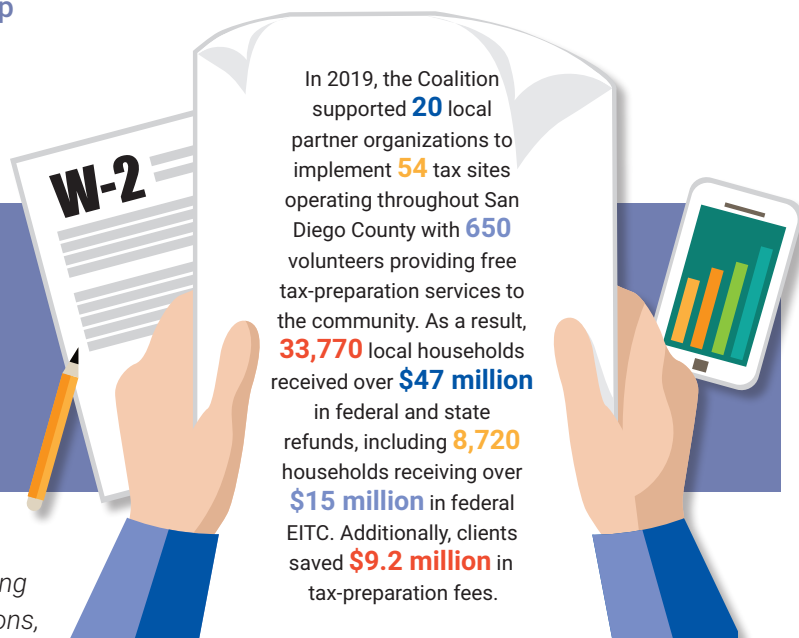
Families with children in San Diego County face a larger barrier to economic security.*

58%
of households with children under six struggle to meet basic needs.

Led by UWSD, the San Diego County Earned Income Tax Credit (EITC) Coalition is anchored by a partnership with the County of San Diego Health and Human Services Agency and the IRS Stakeholder Partnerships, Education, and Communications office.

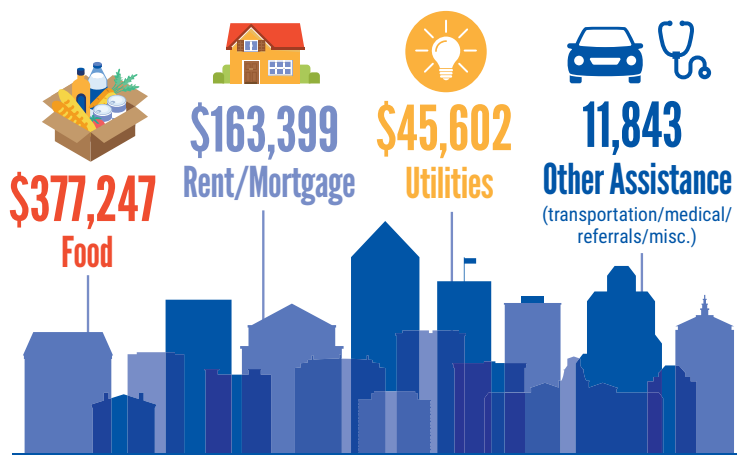
San Diego County EITC Coalition:

2-1-1 San Diego, Alliance for African Assistance, AARP, Building Skills Partnership, Council of Philippine American Organizations, County of San Diego Health and Human Services Agency, Dreams for Change, Home Start, Interfaith Community Services, International Rescue Committee, Internal Revenue Service, Legal Aid Society of San Diego, MAAC, North County Lifeline, San Diego Housing Commission, South Bay Community Services, San Diego City College, San Diego State University, Thomas Jefferson School of Law



Unions United

By leveraging federal funds and donations, Unions United, in partnership with United Way, provides emergency assistance for rent or mortgage, utilities, and food. This partnership began in 1946, through a cooperative agreement between the American Federation of Labor and the Congress of Industrial Organizations (AFL-CIO) and United Way Worldwide.



Last year in San Diego, more than **2,500** individuals and families received over **\$377,247** worth of food, **\$163,399** in rent/mortgage assistance, **\$45,602** in utilities support, and **\$11,834** in other assistance (transportation/medical/referrals/misc.). Unions United helps families stay strong during tough times.

PARTNERS, FOUNDATIONS + GRANTS

CORPORATE PARTNERS

TOP TEN CORPORATE PARTNERS

**Based on total donations directed to UWSD*



FOUNDATIONS/GRANTS

- Ashford University
- Bank of America Charitable Foundation
- California Department of Community Services and Development
- City of San Diego Community Projects, Programs, and Services
- Clare Rose Foundation
- County of San Diego Community Enhancement Program
- David C. Copley Foundation
- Internal Revenue Service
- James W. Hughes Foundation
- Kellogg Company Twenty-Five Year Employees Fund, Inc.
- MUFG Union Bank Foundation
- Nellie Thatcher Perkins Foundation
- PRATT MEMORIAL FUND
- Samuel H. French & Katherine Weaver French Fund
- San Diego Gas & Electric
- State of California
- Stater Bros. Charities
- The California Endowment
- The Samuel I. & John Henry Fox Foundation
- U.S. Bank Foundation
- United Way Worldwide
- Wells Fargo Foundation

A PHILANTHROPIC Community

United Way of San Diego County is grateful for the generous support of local philanthropists. We recognize them for their strong commitment to our community and for inspiring others to greater philanthropy.

TOCQUEVILLE SOCIETY members are an essential part of our ability to leverage resources and expertise to transform the lives of children, young adults, and families. Tocqueville members give \$10,000 or more annually to UWSD.

LEADERSHIP SOCIETY members, an exclusive group of over 600 business and community leaders, contribute \$1,000 or more annually to UWSD.

MAJOR DONORS

Effective July 1, 2018–June 30, 2019

David & Marti Andrews
Bear Family Fund at the San Diego Foundation
Barbara & Randy Beck
John Begley
Stephanie & Stephen Brownell
Edward Bryant
Douglas Chadwick
Pedro & Carol Cuatrecasas
Ronald Currie
Cushman Family Foundation
Charlene Dackerman
Kenneth & Joy Dahlberg
Florence Nemkov & Bernard Eggertsen
James Gergurich
Wolfgang Glaesner
Cathy L. Gonzales
Alan & Debbie Gold
Stephen & Bonnie Gosselin
Ka'eo & Jackie Griffin
Christopher Hansen
Kevin Harkenrider
Marcia Foster Hazan at the Jewish Community Foundation
Howard Charitable Foundation
Lulu & Andy Hsu
Gregory & Wendy Hunter
Hunter Family Advised Fund at the San Diego Foundation
Johnson Family Foundation

Bryan E. Jones
Carol Ann & George W. Lattimer
Donmienne Leung
Jane & Tim McCarthy
Scott & Betsy McClendon
Kenneth D. McEneaney
Sara Moser
Jeroen Olthof
David Pollock
Rivkin Family Fund at the San Diego Foundation
Randi Rosen
Glenn & Lynne Rossman
Matt Sager
J. Michael Sauder
Teresa & Paul Schrader
Gerald Schemidt
Elaine Galinson & Herbert Solomon
at the Jewish Community Foundation
Cecilia Scott-Stanfel & David Stanfel
Sheila Weinstock
Stephanie Truhlar & Andrew Eaton
Ronald Walker
Ken & Lynn Weixel
Gordon & Margie Wiens
Bruce & Gayle Wheeler
Donald J. Wilkins

Philanthropic Marketplace

Volunteering with United Way brings businesses, individuals, families, and a network of partner agencies together to create community change. We have a range of opportunities where you, your family, your colleagues, or your business can make a real difference in San Diego. From sorting items in our food pantry to reading to children, we have an engaging option for you to give back to San Diego through your time and your talents.



EMERGING LEADERS is a dynamic group of 115 young professionals representing nearly every industry and sector in San Diego County, with opportunities for professional development, networking, and introductions to the region's philanthropic community.

Last year, Emerging Leaders hosted the following events:

- Bimonthly Networking Happy Hours:
 - San Diego Seals Lacrosse
 - Ignite
 - The Rabbit Hole
- Loma Club Anniversary Event
- Professional Development Workshops:
 - Leveraging LinkedIn
 - Personal Finance
- Speakers and Tours Series:
 - Tarmac Tour
 - Petco Park
- Volunteer Opportunities:
 - Readers in the Heights
 - Stamp Out Hunger

"I was humbled by such a rewarding experience [at Readers in the Heights]! We were impressed with how well organized the program is and loved seeing the joy on the kids' faces as they read! Kudos to the United Way staff for pulling it all together."

— Mandy Koehl,
Union Bank



WOMEN UNITED is a diverse network of over 100 professional, community-minded women who represent nearly every industry in San Diego County. Members participate in a variety of engagement options that connect them to our community efforts and create a strong network of women leaders in action.

Last year, Women United hosted the following events:

- 11th Anniversary Celebration: Working Moms Panel
- Annual Investment Meeting
- Bimonthly Networking Happy Hours
- Holiday Shopping Fundraising Event
- Professional Development Workshop:
 - Financial Freedom
- Volunteer Opportunities:
 - Readers in the Heights
 - Read Across America Day
 - Women's March

"At our core, we are a group of friends, neighbors, and individuals open to the concerns of San Diego women and children, and interested in coming together to learn about the issues and pool our funds for a greater impact."

— Christina Hastings, Zovio Solutions

VOLUNTEER

Volunteering has always been at the core of UWSD's community work — from reading to kids in the classroom to stuffing backpacks with school supplies to serving on a board or contributing to a committee. We understand the value of time, which is why we value our volunteers so highly. We applaud our **492** dedicated volunteers who donated a total of **9,490** hours of their personal time with us!



BOARD OF DIRECTORS, 2018-2019

EXECUTIVE COMMITTEE



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Professor of Political Science
Ashford University*



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Red Door Interactive*



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*Partner
Higgs Fletcher & Mack LLP*

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*President
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(SDEA)*

Keith Maddox
*Labor Sector Representative
San Diego Labor Council*

Tom Lemmon
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SD Co. Bldg. & Construction
Trades Council, AFL-CIO*

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Rady Children's Hospital Foundation*

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San Diego Community College District*

Ka'eo Griffin
*Senior Healthcare Logistics Manager
UPS*

Wendy Hunter, MD
*Pediatrician
Girard/San Diego Pediatricians
Children's Primary Care Medical Group*

H. Gilbert Johnson (Gil)
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Procurement Concepts, Inc.*

Scotty Oliver Lombardi
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Wells Fargo, Community Banking*

Eli Rinn
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North San Diego District
U.S. Bank*

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Rebecca Smith
*Executive Director
Offices of Strengths & Vocation
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Kenneth H. Weixel
*Managing Partner
Deloitte & Touche LLP*

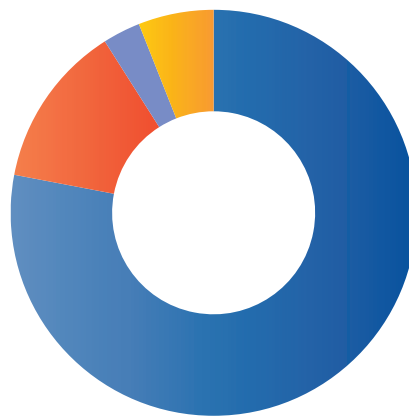
Rachel Williams
*Senior Director of Human Resources
Dexcom*



Financials

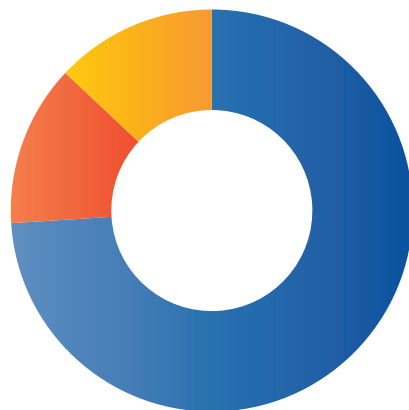
Revenue, Gains, & Other Support

■ 78%	Campaign results net of losses	\$7,049,076
■ 13%	Grants, contracts & contributions	\$1,174,978
■ 3%	Net investment income	\$295,531
■ 6%	Other	\$484,227
Total Revenue		\$9,003,812



Expenses

■ 74%	Program services	\$6,343,772
■ 13%	Fundraising	\$1,124,127
■ 13%	Organizational administration	\$1,124,985
Total Expenses		\$8,592,884



Change in net assets	\$410,928
Net assets beginning of year	\$11,449,615
Net assets end of year	\$11,860,543

* UWSD's financial records are audited annually by an independent CPA.



UNITED WAY OF SAN DIEGO COUNTY

Aligning Partners. Leveraging Resources. Transforming Lives.

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CONNECTED**



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of San Diego County**