

BE THE “ ”

2013
ANNUAL
REPORT



WILL INSPIRE SOLUTION
FLIGHT COMMUNITY
MISSION VISION
WILL INSPIRE
ACTION TRANSFORMATION
WILL INSPIRE
IMPACT FAMILY
ACHIEVEMENT
IMPACT

COMMUNITY
IMPACT
VISION
MISSION
WILL INSPIRE
SOLUTION
INSPIRE
ACHIEVEMENT
WILL
ACTION
FAMILY
LIVE
TRANSFORMATION
OPPORTUNITY
INSPIRE
MOTIVATE
INSPIRE
IMPACT
ACHIEVEMENT
FLIGHT
COMMUNITY
BRILLIANCE



United Way
of San Diego County

IN

“I AM THE ‘I’ IN UNITED WAY”

We’re all the “I” in United Way.
We all have a role to play.
When you look into the eyes of our community
you see a mosaic of nonprofit partners, donors,
community leaders, staff and volunteers
who make everything we do possible.



UNITE



Every new year brings the promise of new beginnings – this one a little more for me as I'll be stepping down as President & CEO. It's a good time to take stock of all we've achieved together over the last eight years. We've made great strides toward our shared goals in education, financial self-sufficiency, health and homelessness. We've established a new model for our work. We've taken on the task of bringing together the right people and organizations to solve problems such as homelessness, ensuring that every investment truly improves life for individuals, families and neighborhoods. We've instituted rigorous data analysis to measure our progress. It's not easy, but we are uniquely positioned to take on such a leadership role and the results are paying off. I depart with confidence, knowing that with Jon Vance's vision, the adept leadership of Kevin Crawford, our committed staff and the help of our entire community, United Way will continue the progress we've made. It has been my honor to serve our community with all of you.

~ Doug Sawyer, President & CEO

Having served as a United Way volunteer for nearly a decade – and now, as your board chair – I've always been amazed at the passion, energy and focus of United Way supporters, our partners in the corporate community, and our dedicated vision councils and executive volunteers. That support is well-founded: Our success so far is unmistakable. But we can't stop there. Because the community counts on us to take on issues no one else can. United Way can step in when needed to manage a new initiative, all the while measuring our results and reporting them back to you. You see all of that in action – and you'll read more about it here in our work to help families be more self-sufficient, to give every child the resources they need to thrive in San Diego and to end chronic homelessness. I want to thank my friend Doug Sawyer for his leadership, guidance, and trust. He will be missed but leaves a strong foundation for our continued success.

~ Jon Vance, Board Chair



WILL INSPIRE SOLUTION ACTION
FLIGHT COMMUNITY TRANSFORMATION
MISSION VISION IMPACT
WILL INSPIRE IMPACT
ACHIEVEMENT FAMILY

MISSION STATEMENT

COMMUNITY IMPACT VISION SOLUTION INSPIRE
MISSION WILL INSPIRE ACTION
FAMILY LIVE VISION
TRANSFORMATION OPPORTUNITY INSPIRE MOTIVATE
FLIGHT IMPACT INSPIRE
COMMUNITY ACHIEVEMENT BRILLIANCE

TOGETHER WE'RE CHANGING SAN DIEGO

United Way believes that we all deserve the building blocks for a good life: A quality education leading to a stable job, the financial self-sufficiency to support a family, and good health. Our work has helped San Diego's youth, individuals and families improve their lives.

Take someone like Sofia, a mother of five whose husband's abuse, stopped by incarceration, left her and her children homeless. He wouldn't allow her to attend school or let her earn money, so she had few resources. But thanks to United Way and Community HousingWorks, she now has a steady job and a stable home. Families like Sofia's are the ones we're committed to championing for the long term through self-sufficiency initiatives like Bright Futures. Her path of two steps forward, one step back is typical of what actually happens to families who fall through the cracks. Sofia is just one of tens of thousands of people whose lives are changed by the work we do together. (Read more about Sofia's success story on page 14.)

So when you donate to United Way, you can see the change you're helping enact as clear as day. We built a system of accountability that all of our partners adhere to. We measure our results and report back to you.

ON

MAKING AN IMPACT IN OUR COMMUNITY

Collective Impact, a major development for us this year, is a nationally recognized approach to combatting a community’s most challenging issues. We feel so strongly about this model that we hosted trainings with some of San Diego’s top thinkers, community leaders and non-profits to help everyone in the sector learn ways to be more effective.

Our collective impact work in City Heights, Chula Vista and Southeast San Diego’s Diamond Community illustrates once more how every facet of a community must come together to make change. Though our contribution differs in each partnership – as anchor organization or trusted advisor – our focus is always on the health, family stability and educational opportunities available to our children and families. This is just the beginning, and we plan to expand our vision to other parts of the region in the near future.

Thank you to United Way Worldwide and Strive Together for giving us a year of strategic coaching and support, funded by a \$1 million investment from Target.



COLLE



What Is Collective Impact?

The collective impact model we're using in City Heights is an innovative approach to solving complex social problems. It requires organizations and experts to align their efforts to solve a specific social problem using a common agenda and measures of success. Collective impact helps us identify new ways to think, act, and partner to make the biggest difference in our community.





Community Coaches prepare to train parents how to improve their children’s reading.

COMMUNITY
IMPACT
VISION
MISSION
WILL
FAMILY
TRANSFORMATION
FLIGHT
COMMUNITY
INSPIRE
SOLUTION
ACHIEVEMENT
WILL
ACTION
LIVE
INSPIRE
MOTIVATE
INSPIRE
ACHIEVEMENT
BRILLIANCE

MPAC

CITY HEIGHTS PARTNERSHIP FOR CHILDREN

In applying this holistic framework known as “collective impact,” we’re planting the seed for a regional vision that includes all of San Diego’s children, giving them the support they need to be successful in school and life. In City Heights, we’re leading a group of business and industry leaders, educators, government, and a host of other community organizations to create a sustainable cradle-to-college and career support system for our youth. United Way has been entrusted with the critical role of project management, measurement, and keeping partners and the community focused on the shared vision.

Our ultimate goal is to have at-risk young people graduate from high school fully equipped with the skills they need to succeed in college, their career, and life. This cutting-edge approach to social change will improve low graduation rates in City Heights and eventually other neighborhoods in our county. This coordinated, data-driven effort allows us to clearly see the impact of change and adapt our course as needed.

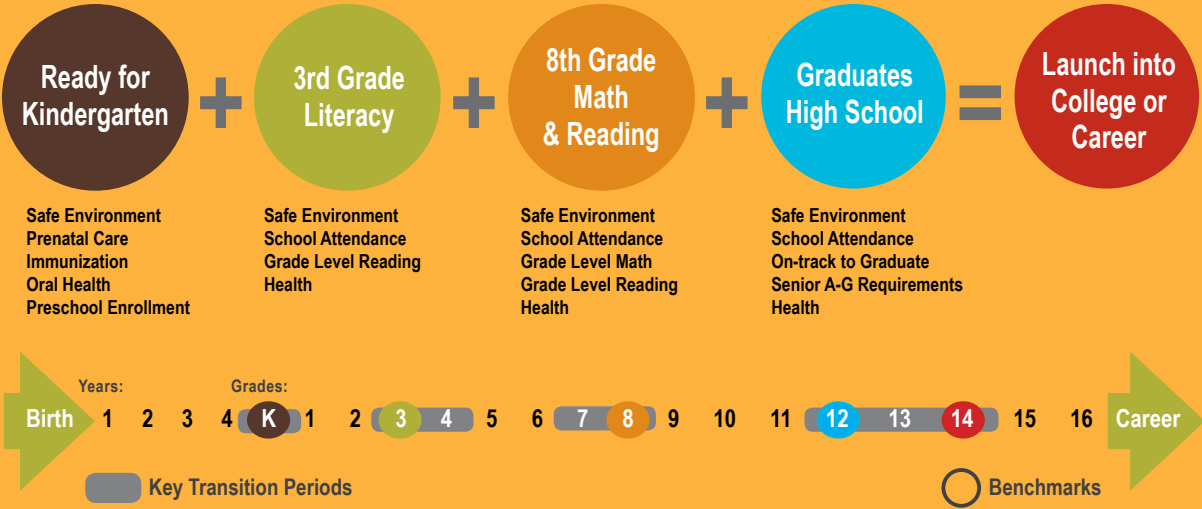
CT

“We chose San Diego for this initiative because it’s a strong example of leadership and significant community progress. This is the first step in forming a large network that is leading to dramatic transformation across the country. The lessons learned... will directly influence the nearly 1,200 United Ways nationwide, bringing together local partners to address problems that impact all of us.”

*~ Jeff Edmondson
Managing Director, Strive Together*

CITY HEIGHTS PARTNERSHIP FOR CHILDREN ROADMAP FOR SUCCESS

This roadmap captures key points, from birth until adulthood, that are critical to growing healthy, prepared and productive citizens. Using these milestones, we can focus our coordinated efforts and measure results.



“The Partnership is a model for the rest of the state.”

~ Tom Torlakson
Superintendent of Public Instruction of California

Early results show we're right on track to creating healthy kids who are ready to learn and engaged parents who are ready to support them:

Developmental Assessments – Parents were trained to assess their children using the Ages & Stages Questionnaire. This assessment is a tool used for developmental and social-emotional screening for children from one month to five and a half years. Collaboration between parents, schools, and health professionals resulted in 400 screenings for children with a significant number referred to health care professionals for evaluation and treatment.

Health and Wellness – The Monroe Clark Health and Wellness Center received 1,991 patients for a total of 15,160 visits. While reasons varied, keeping children healthy keeps them in school. We also immunized 998 students and an additional 850 more children and adults through community screenings.

Vision Screenings – Students can't succeed if they can't see well. So we gave vision screenings to nearly 5,000 kids from kindergarten to fifth grade, resulting in 493 pairs of new glasses. Eleven students were referred to ophthalmologists for further evaluation. One student was found to have a tumor behind her eye, and another was found to be legally blind. Making these discoveries early can change children's trajectory for the rest of their lives.

Summer Reading – With many City Heights children unprepared for kindergarten, the City Heights Partnership and four local literary organizations created a Literacy Toolkit. Teams of community coaches trained 211 families, and parents already report improved skills, such as recognizing letter names and sounds, sight words, writing, colors and shapes, and early reading.

“It starts from day one. We need to let kids know that they are important. They will be our leaders tomorrow.”

~ Donte Locke

Hoover Cluster Leadership Council Parent Leader, Rowan Elementary

ENDING CHRONIC HOMELESSNESS AS WE KNOW IT

Building on Project 25’s success, where 35 chronically homeless were housed with support services, we have seen costs drop 63% from \$4.2 million to \$1.5 million with:

81% DECREASE IN ARRESTS

67% DECREASE IN AMBULANCE RIDES

72% DECREASE IN HOSPITALIZATIONS

64% DECREASE IN EMERGENCY ROOM VISITS

As we wind up our third year of Project 25 – an unprecedented collaborative program in San Diego that creates a viable path to end chronic homelessness – we continue to prove that the Housing First/Housing Plus model works to save both taxpayer dollars and lives.

After spearheading a 10-Year Plan to End Chronic Homelessness with partnerships across the city, county and other organizations, we saw it was time to bring in experts to help maximize our efforts. In May, we hired LeSar Development Consultants to do just that. LeSar has done great work in Sacramento and Los Angeles – which has the largest homeless population in the nation. They’re experts in their field and we look forward to overseeing their work as we serve as a new, regional leader on homelessness in San Diego County.

LeSar will scale up efforts to end homelessness in other parts of the region, like North County, where homeless numbers are growing, and advocate for critical policy and systems change.

SOLU



FINANCIAL SELF-SUFFICIENCY

When families can't afford the most basic expenses, it affects the entire family's well-being. That's why United Way employs several strategies to help struggling San Diegans move toward financial self-sufficiency. A few years ago we launched Bright Futures, a multi-level program that has taught money management and job skills to nearly 13,000 youth and adults.

Earlier we mentioned Sofia, whose story has become all too familiar. More than a decade of physical and emotional abuse included several thwarted attempts to leave her husband. With his arrest three years ago, the abuse finally stopped. Then a different kind of pain began. "We were out on the streets, living with friends, bouncing from house to house." Child Protective Services almost took her kids, "but I did everything I could to keep them. My father rented a house for all of us, but we needed our own home." She heard that Community HousingWorks was building new, affordable apartments in North Park, complete with an afterschool center. "I couldn't believe I qualified, but I did."

Things took another turn when Sofia enrolled in United Way's Bright Futures financial self-sufficiency program, also offered through Community HousingWorks. "When I took the Financial Fitness class, I didn't have any money to budget. But had I known the things I learned – to save and budget; to set money aside to pay your bills – I wouldn't have been in that situation to begin with." She worked with a financial coach, attended more classes, and enrolled in a medical billing program, graduating with high honors. "I was the only one who got a job within two weeks." Life was improving: she was making good money and providing for her family. But then she lost her job.

Today, with perseverance and her newfound life skills, Sofia is back on track at a new job and learning to make ends meet. "My kids didn't have a very good Christmas. They know that anything extra has to go toward what we need to live. There's just not a lot left over."

Sofia dreams of returning to nursing and finishing what she started years ago. And she wants to tell her story, knowing there are other women like her. "I see them in the store, without them saying anything. I see the face that I used to have when I was in that situation." She wants them to know there is help and hope out there.



“I grew up where I had it all—Disney trips, Universal Studios, SeaWorld. Everything a little girl could want. Then my parents both started using drugs and it broke my family up. Little by little I lost everything.”

DONATE HERE



I AM THE “I” IN PARTNERSHIP

It was a year of fruitful partnerships between United Way and companies across our region. We're grateful for the contributions they have made both in donations and in the time and support their employees gave. The work they do is vital to the work we do. As you read on, you'll learn about a few of them. Why not join them this year?

PARTNERSHIP



WILL INSPIRE SOLUTION ACTION
FLIGHT COMMUNITY MISSION
VISION IMPACT TRANSFORMATION
WILL IMPACT FAMILY
ACHIEVEMENT INSPIRE IMPACT

COMMUNITY IMPACT VISION
MISSION WILL INSPIRE SOLUTION
WILL INSPIRE ACHIEVEMENT
ACTION LIVE VISION
NITY INSPIRE MOTIVATE

Connecting Kids to Books

Last summer, over 100 volunteers convened at the Jacobs & Cushman San Diego Food Bank for United Way’s Day of Action, where they assembled 4,000 bags for low-income families filled with bilingual books, personalized notes for kids, and parent tip sheets.

Additionally, a virtual book drive in March netted 25,000 books thanks to the generosity of sponsors GEICO, Pratt & Whitney AeroPower, and California American Water. Books were distributed during the summer through community partners to children all across the country so they could keep up their reading skills while school was out. Over the past two summers, 45,000 books in total have been distributed.

Tom Diot, turbine technician and shop lead, noted that the P&W AeroPower volunteers worked hard yet had fun. “It was a true teamwork effort and very enjoyable. In fact, our company team finished first because we treated this as a manufacturing process,” Diot added. “It was particularly rewarding knowing that these gifts will represent the very first book for many children.”

NEVER



“I’m so grateful to United Way for allowing GEICO to be a partner for so many years. It’s been an amazing experience.”

*~ LaDonna Bond,
Regional Marketing & Planning Center Manager*

United Way supporters know that at United Way, we like to keep our operating costs lean so more money can be invested into the community. The same goes for our corporate partners, who find many ways to give back.



JPMorgan Chase Foundation donated generously to our work in City Heights with a \$30,000 investment, showing their strong commitment to improving the lives of San Diego’s children and their families.



Each Fall, SeaWorld hosts our annual Campaign Coordinator Trainings on their Mission Bay campus, helping us energize dedicated workplace campaign volunteers.



The Chargers graciously allowed us to return to Qualcomm Stadium for our annual Pacesetter Training – those companies dedicating their time and resources to increasing their campaigns by 10% or more in the new campaign year.



For the last three years, the Padres and the great team at Petco Park have supported our annual Spring Training for volunteers who lead campaigns in the second half of the year.





Target has long been a great friend to United Way on so many fronts and last year was no exception. As mentioned earlier, they invested \$1 million to support a nationwide “Collective Impact” initiative, that funds a year of strategic coaching for six United Ways across the country, including San Diego. This support will help us build a new civic infrastructure to increase our work in collective impact. In addition, the North County San Diego Target district showed its commitment to the initiative by donating \$5,000 to coincide with the corporate investment.



Another one of our consistently top-achieving campaigns, The San Diego Regional Airport Authority, found an innovative way for employees to donate through their “Give a Day” Campaign.

“The idea came up as we looked at rising healthcare costs and other reasons employees are tightening their belts,” said committee member Jon Graves. “The largest available resource was Paid Time Off balances, and it came with the least amount of impact on everyone’s expendable income. We were able to repurpose it for giving, and it’s made all the difference in our campaign this year.”





I AM THE “I” IN VOLUNTEER

Volunteerism is at the heart of all we do.

As you'll see in the following pages,
our volunteers come from a wide swath of our community.

VOLUN

Walking in Someone Else’s Shoes

~ Karen Kosch-Bimshas,
Human Resources Specialist, Rady Children’s Hospital



While training to be a coordinator for our campaign, Karen Kosch-Bimshas had the opportunity to participate in a simulation called “A Day in the Life,” where she was given different scenarios to complete without the resources many of us take for granted. It was a chance to “walk in the shoes” of someone who’s struggling to make ends meet.

“No one likes to go to the DMV or to the doctor’s office or the pharmacy but when I have to, I have a job that provides sick leave, paid leave, and insurance, and I have family who will pick up my kids if I can’t. I’m lucky, but many people who live in our community are not. These appointments aren’t just inconveniences, they’re overwhelming obstacles that make life extremely hard for them to make a living and support their families.”

Indeed, she was lucky. During her simulation, she received a “Ways to Work” car loan from United Way, which provides affordable car loans to working families with challenged credit. “This gift made all the difference in my day!” said Karen. With a car, she could schedule appointments more conveniently, make it on time to a job interview, get to her child’s school, and the doctor’s office.

“Just this one change had a profound impact on me,” she said, imagining what life would be like without a car. “It made me proud to donate to this year’s campaign and support United Way’s core program areas of education, financial self-sufficiency, health and homelessness.”

V
T
E
E
R

Reading to Kids – Just for the Fun of It

~ AJ Machado,
Host of Energy 103.7 FM's "The AJ Show"

Radio personality AJ Machado has a long track record of helping kids. He also is a big fan of reading and takes time out of his schedule to read to kids – any kids that will listen. In October, he volunteered as a reader for an after school program in Chula Vista. Then he inspired us at an Art of Living United® event, sharing his experiences of trying to make kids' lives better.



“Reading to kids through United Way was an incredible experience! What a great opportunity to make an impact while having fun!”

~ AJ Machado,
103.7 "The AJ Show"



Mentoring Makes a Difference

~ Karen Gilbert,
Human Resources Vice President, California Bank & Trust

When it comes to finding summer work, many San Diego teens either don't know where to start or are intimidated about interviewing for their first job. But our Bright Futures Initiative is trying to ease that anxiety and give our kids the confidence to succeed. Last February, we held a speed-mentoring event where business leaders volunteered to hold mock interviews to coach our teens on how to nail down that first job.

As Karen Gilbert from California Bank & Trust found, practice makes for possibilities. She mentored three bright, young women who were intimidated by their lack of experience. "They used disclaimers like 'I've only babysat'," Gilbert said. "They hadn't considered things like the teamwork they learned from playing sports. I told them, 'Never say only and you will get that job!'"

She also stressed that being young actually had its advantages. "Don't worry about being young," she told her students. "We love you for being young!"

The advice paid off. One of her mentees, Marlen Guerrero of North County, landed a job at an ice cream shop and wrote to Gilbert to thank her. "You gave us some wonderful interview tips," Guerrero told her mentor. "When I was called in for an interview I felt very confident and now I'm working there. I love my job. I work with some amazing people and the food and desserts are delicious!"

The two are still in touch, corresponding often, and no doubt sharing some ice cream together.

VOLUNTEER HERE



Marlen Guerrero
and Karen Gilbert

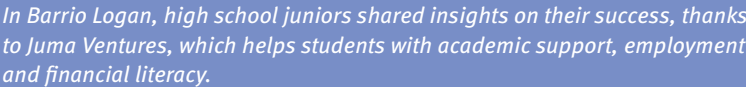
COMM



Our “Art of Living United” events featured teen speakers, spoken word poetry, social action and socializing!



DONATE HERE



I AM THE “I” IN LEADERSHIP

We can't put a bow on any year without recognizing some individuals and organizations that went above and beyond to help United Way achieve its goals.



James F. Mulvaney Community Leadership Award

Dr. Author (Art) E. Hughes is the recipient of the fourth annual James F. Mulvaney Community Leadership Award, given to a local leader who has demonstrated long-lasting, exceptional service to the San Diego community. The award is named for James (Jim) Mulvaney who remained actively involved in numerous nonprofit boards and organizations for 50 years.

During his time in San Diego, in addition to serving on the board of directors for United Way of San Diego County, Dr. Hughes has contributed as a director for the Union Bank of California, San Diego Chamber of Commerce, the Mingei International Museum, the San Diego Symphony Association, the American Cancer Society, the White House Fellowship Commission, Energy 2000 and the San Diego Charter Review. He also served as the founding board chairman of the College Access Foundation of California, enacted to provide need-based financial assistance to college students. Currently, Dr. Hughes is President Emeritus of the University of San Diego, after serving as president from June 1971 to June 1995.



“It really is an honor to receive a recognition that bears Jim’s name. So thank you, Jim, and thank you, United Way.”

~ Dr. Author (Art) E. Hughes

2013 Mulvaney Award winner with Doug Sawyer and Jon Vance.

“Volunteer of the Year” Naish Award

The “Volunteer of the Year” Award, given to Stephen K. Smurthwaite, 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 and creative leader.

Starting in 2003 Smurthwaite served United Way as a member on a variety of the organization’s boards, including the board of directors, Human Resources Committee, the Designations Task Force, Community Impact Ad Hoc Committee, Executive Search Committee and Executive Committee. He also chaired both the Campaign Cabinet and the Focus Area Selection Committee.



“My experience with United Way has given me so much joy and fulfillment over the years. I am humbled to receive such a dignified award.”

~Steve Smurthwaite

2012-2013 PACESETTERS

Pacesetters run early to kick off campaigns to a strong start:

Bloomington’s
GEICO
Macy’s
Solar Turbines
Target
The UPS Store
United Way of
San Diego County

The President’s Award

Each year, this recognition goes to the company with the highest level of leadership giving; they also lead in total employee and corporate giving. The President’s Award has consistently gone to Solar Turbines. We are considering renaming the trophy as the “Catch Us If You Can Award.”



Solar representatives, Jan Sutton and Wendy Swanson, bear the trophy that’s a testament to their company’s giving spirit.

TOP 10 UNRESTRICTED GIVING

- Solar Turbines
- GEICO
- Costco
- Nordstrom
- UPS
- Hunter Industries
- Enterprise Rent-A-Car
- Target Stores
- AT&T
- NASSCO

TOP 10 LEADERSHIP COMPANIES

- Solar Turbines
- Enterprise Rent-A-Car
- Kaiser Permanente
- NASSCO
- Pratt & Whitney
- AeroPower
- GEICO
- UC San Diego
- Wells Fargo
- Nordstrom
- General Atomics

BEST PRACTICES CAMPAIGNS

- Best Large Company Campaign*
Enterprise Rent-A-Car
- Best Mid-Size Campaign*
Eli Lilly
- Best Small Campaign*
Dr. Pepper Snapple Group
- Best Team Spirit*
San Diego Regional
Airport Authority
- Best New Business*
AIS
(American Internet Services)

We highlight our top leadership and unrestricted giving corporate donors, who help us scale up our great results.



United Way’s Women’s Leadership Council (WLC) inspires, educates and encourages women to invest in our community through philanthropy and leadership. Giving at the \$1,000 level, members connect personally and professionally while supporting women and children. To cultivate a younger generation, “Stepping Up to WLC” gives women 30 and under the chance to join at graduated rates.

The WLC’s ongoing focus on women and children includes funding early-grade literacy through after-school reading programs. They also volunteer, offering career coaching and mock-interviewing for at-risk teens. At an event last year, Maria Hernandez, the mother of a slow reader, underscored the importance of the council’s decision to continue funding Running Readers for another \$50,000: “I want my daughter to go to college. I never had that chance. This program is everything; it provides a great opportunity for my family.”

At this year’s Kick-off celebration, six future leaders from Running Readers charmed the crowd with excerpts from the Dr. Seuss classic, *Oh, the Places You’ll Go*. Everyone cheered and with good reason: Community HousingWorks’ program sharpens reading and literacy skills while building self-esteem. It also encourages parents to get involved in children’s reading activities.



Jaly, Diego, Rebeca, Hilda, Ruben and Fernanda like to read aloud.



Members and guests at a WLC mixer.

WLC Executive Committee

- Charlene Dackerman — *Chair*
- Lulu Hsu — *Vice Chair/Recruitment*
- Johanna Toman — *Vice Chair/Engagement*
- Marla Black — *Board Liaison*

The Women’s Leadership Council roster grew to 115 in 2013 with the addition of 36 new members:

- | | | |
|---------------------|-----------------|------------------|
| Sara Moser | Leslie Stein | Shirley Horton |
| Natasha Robertson | Tracie Hager | Jan Sutton |
| Gail Patton | Lori Trofemuk | Liz Kerr |
| Ericka Crawford | Ashley Marino | Tiffany Yarling |
| Torrey Albertazzi | Beckie Magnuson | Karin Von Kaenel |
| Katie Sawyer | Karen Trimble | Leisa Stone |
| Jacqueline Parks | Krista Blanscet | Megan Baehrens |
| Malinda O’Hagan | Carol Lattimer | Malia Mullen |
| Monica Johnson | Trimboli Mairi | Meredith Pung |
| Jennifer Quartarolo | LaDonna Bond | Sylvia Black |
| Kasey Hadjis | Pamela Talbot | Nancy Dix |
| Katherine Godfrey | Shay Hughes | Carlynn Yu |





Leading San Diego philanthropist and longtime United Way supporter Malin Burnham established the Burnham Challenge Grant, a dollar-for-dollar match for the first \$200,000 in new or increased gifts made directly to United Way’s Impact work or if a donor increased their gift by 10%. This generous “twice the impact” challenge continues through June 2014.

Generous donors and friends of United Way gathered at the historic home of Tocqueville Society Co-Chairs, Betsy and Scott McClendon, to learn about “Collective Impact.” What makes this approach different is that everyone involved has the same goals and measure everything to be sure we all stay on track. We think it’s the best way for us to help all San Diegans – children and adults – become more successful.

Extraordinary community volunteer and United Way board member Linda Katz delivered above-and-beyond service as Tocqueville Board Liaison for the last four years, bringing her high standard and higher energy to everything she does.



*Burnham Challenge Donors**

Mr. Chris Allen

Angela & Joe Bear

Rod & Diane Dammeyer

Galinson Advised Fund of the Jewish Community Foundation

The Hale Family Charitable Foundation

Dale & Natalie Kain

The McGrory Family Fund of the Jewish Community Foundation

Jan & Barry Sharpless

**As of production date*

~ La Table Ronde des Millions de Dollars ~

Lifetime Members

Helen Copley*
Jenny & Sid* Craig
Lawrence M. Cushman ~
Cushman Family Foundation
Terry Giles
Debbie & Alan Gold

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

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

2012-2013 TOCQUEVILLE SOCIETY DONORS

\$100,000 - \$249,999

Cushman Family Foundation
Debbie & Alan Gold
“Papa Doug” Manchester
Jane & Tim McCarthy ♣

\$50,000 - \$99,999

Carol & Pedro Cuatrecasas ♣
Giang Do-Tien
The Grosvenor Family Foundation
The J. Mark Grosvenor Foundation
Howard Charitable Foundation ♣
Vivien A. Nelson Foundation – Robert T. Plumb, II
Katherine & Jim Umpleby

\$25,000 - \$49,999

Catherine & Phil Blair
Dr. Thomas Bumol
Galinson Advised Fund of the Jewish
Community Foundation ♣

Johnson Family Foundation
Linda & Mel Katz
Carol & George Lattimer ♣

McGrory Family Fund of the Jewish
Community Foundation ♣
Scarano Family Foundation
Jan & Steve Sutton ♣
Stephanie Truhlar & Andrew Eaton

\$10,000 - \$24,999

Chris Allen ♣
Sarah V. Anaya
Dawn Beattie
Randy & Barbara Beck ♣
Mr. John Begley
Michael Bonds ♣
Marla & Robert Bruning
Roberta & Malin Burnham ♣
Mr. & Mrs. John Clift
The Dahlberg Charitable
Foundation ♣
Thomas M. Davidson
Ben Dillingham, III ♣
Eileen Drake ♣
Marilyn & Kim Fletcher ♣

Foster Family Foundation
of the Jewish Community
Foundation ♣
The Frankel Family
James Grisolia
The Grosvenor Foundation
The Hale Family Charitable
Foundation ♣
Sarah & John Hawkins
Karen & William Heroman
Tim & Erin Holl
Michael Howard
Greg & Wendy Hunter ♣
Jan & Richard Hunter ♣
Ann Hunter-Welborn
& David Welborn ♣
Dale & Natalie Kain ♣

Elisabeth Kimmel
Dan & Sherri Kleeburg
Dee & Niki Krutop
Lois & Rod Lanthorne
Dr. Daniel Lee
Jennifer & K. Alan Lonbom ♣
Scott & Elizabeth McClendon ♣
Jodi & John Most
Jim & Ruth Mulvaney
Foundation 🌺
John Munroe
Florence Nemkov &
Dr. Bernard Eggertsen ♣
Steven Nguyen
Marilyn & Ken Nolen ♣
Paul Portrey
Doug Regnier ♣

Rivkin Family Fund I 🌺
Ted Roth Family Fund 🌺
J. Michael Sauder
Cecilia Scott-Stanfel
& David Stanfel
The Sellick Family ♣
Jan & Barry Sharpless ♣
Jim & Gretchen Simpson
Herbert J. & Elene Solomon
Fund of the Jewish
Community Foundation ♣
The Theobald Family
Michael Verbeck
Iris & Michael Villela
Chad & Sarah Whitehead
Mitchell R. Woodbury ♣
Douglas Younkin

* Deceased

🌺 Gifts made through The San Diego Foundation

For further information, please contact VP of Resource Development, Holly Baughman at 858.636.4157 or hbaughman@uwsd.org.



We are pleased to recognize those donors who pledged 10% or more of their gift to our mission work, improving the education, income and health of San Diego's communities.

A YEAR OF SUCCESS STILL LEAVES SO MUCH MORE TO DO

Our progress is encouraging, but there’s so much more to do. As Jon Vance said in his opening letter, the community counts on us, as it has for over 93 years. But we need your help to seize the opportunity before us: to raise the bar and truly make things better in our community.

We bring together the people and organizations that have the passion and resources to achieve great things. That includes you. Will you help us accelerate our progress in 2014?

With so many we ways to engage, please support our work in the ways that work for you – through donations, through your time or expertise, or all three! In return, we promise to keep doing what we’re doing, to measure our efforts, stay on track, or adjust as we need to, and report back to you so you can see the results.

Here’s to another great year!

[DONATE HERE](#)



Volunteers from Bridgepoint Education at Day of Action

OT

“It’s not okay to say no to our community.
Stand up and get involved.
You are the ‘I’ in community.
You are the ‘I’ in United Way.
You are the ‘I’ in kindness,
and that’s what this community needs.”

~ Holly Baughman,
United Way of San Diego County



WILL INSPIRE SOLUTION
FLIGHT COMMUNITY
MISSION VISION
IMPACT
WILL INSPIRE
ACTION TRANSFORMATION
ACHIEVEMENT IMPACT
WILL INSPIRE
IMPACT FAMILY

COMMUNITY IMPACT VISION
MISSION WILL INSPIRE SOLUTION
WILL INSPIRE ACHIEVEMENT
ACTION FAMILY LIVE
TRANSFORMATION OPPORTUNITY INSPIRE
IMPACT MOTIVATE
FLIGHT INSPIRE
COMMUNITY ACHIEVEMENT
BRILLIANCE

United Way of San Diego County

Statement of Financial Position

June 30, 2013 (With Comparative Amounts for June 30, 2012)

	2013	2012
ASSETS		
Cash and cash equivalents	\$ 2,523,117	\$ 1,406,456
Restricted cash	77,351	149,191
Pledges receivable, net	6,096,053	6,774,084
Accounts receivable	135,411	128,383
Grants receivable	335,000	-
Prepaid expenses and other assets	36,920	95,955
Investments	8,799,812	9,977,724
Land, building, and equipment, net	1,457,303	1,461,877
Pension fund asset	427,754	-
Total Assets	\$ 19,888,721	\$ 19,993,670
LIABILITIES AND NET ASSETS		
Liabilities		
Accounts payable and accrued expenses	\$ 567,711	\$ 579,123
Amount due to Combined Health Agencies	223,568	193,942
Amount due to Combined Federal Campaign agencies	2,771,101	3,154,512
Designations payable	1,332,998	1,981,549
Allocations payable	2,373,241	2,650,998
Line of credit	99,692	95,029
Pension fund liability	-	332,791
Total Liabilities	7,368,311	8,987,944
Net Assets		
Unrestricted	11,709,300	10,495,967
Temporarily restricted	764,446	463,095
Permanently restricted	46,664	46,664
Total Net Assets	12,520,410	11,005,726
Total Liabilities and Net Assets	\$ 19,888,721	\$ 19,993,670

**See accompanying notes in our 2013 Auditor's Report*

2012-2013 Board of Directors

Megan Baehrens Federation Representative Executive Director San Diego Coastkeeper	*Lorena S. Gonzalez Labor Representative Secretary/Treasurer San Diego/Imperial Counties Labor Council	Kris Michell At-Large Member & Representative, San Diego Workforce Partnership Policy Board President Downtown San Diego Partnership
Ruben Barrales At-Large Member President & CEO San Diego Regional Chamber of Commerce	Kristan “Kristy” V. Gregg Chair, Income Vision Council & Women’s Leadership Council VP/Community Affairs Manager U.S. Bank – Southern California	Joseph R. Mishriki At-Large Member President, Desert Border Region Wells Fargo Bank – South San Diego Region
*Richard Barrera Labor Representative Secretary/Treasurer San Diego/Imperial Counties Labor Council, AFL/CIO	Shirley Horton At-Large Member Director of Development South Bay Community Services	John T. Reilly At-Large Member Park President SeaWorld San Diego
Jaime M. Barton Labor Representative Business Agent/Trustee Cement Masons Local 500/Area 744	Karen Hutchens Vice-Chair, Campaign Cabinet President Hutchens PR	Sharon Lee Rhodes At-Large Member Dean, Economic Development San Diego Community College District
Marla B. Black At-Large Member Senior Vice President and Region Manager Union Bank of California	*Gil Johnson Chair, Public Policy Committee President Procurement Concepts, Inc.	Rebecca Smith At-Large Member Vice President San Diego Workforce Partnership
Philip C. Blair At-Large Member Executive Officer Manpower Staffing Services	Dale Kain At-Large Member Vice President & District Manager PCL Construction Services, Inc.	Jan Sutton At-Large Member General Manager Human Resources Solar Turbines, Inc.
*Reid Carr Chair, Marketing Committee President & CEO Red Door Interactive	*Linda L. Katz Chair, Tocqueville Society & Major Giving Committee Community Volunteer	William C. Trumpfheller At-Large Member President Nuffer, Smith, Tucker, Inc.
Kenneth Cherry At-Large Member President UPS – South California District	*Richard S. Ledford Chairman, Board of Directors & CHA Board Representative President Ledford Enterprises, Inc.	*Jonathon E. Vance Board Chair-Elect & Chair, Campaign Cabinet Managing Director MedDx Strategy Partners, LLC
*Kevin Crawford Chair, Education Vision Council Fire Chief – Carlsbad Fire Department City of Carlsbad	Thomas A. Lemmon Labor Representative Business Manager SDC Building & Construction Trades Council, AFL-CIO	Gordon Wiens At-Large Member Senior Vice President Bank of America
*Charlene Dackerman Secretary to the Board Senior Vice President Human Resources Bridgepoint Education	*William Mark Leslie Past Chair, Board of Directors Community Volunteer	Mitchell R. Woodbury At-Large Member Attorney-at-law (Ret.)
Eileen Drake At-Large Member Vice President and General Manager Pratt & Whitney AeroPower	Anthony T. Mahavier Chair, Combined Health Agencies Board Owner R.A. Mahavier, A.P.L.C.	Douglas F. Sawyer Staff President & CEO United Way of San Diego County
*Randy C. Frisch Chair, Finance Committee President & Publisher San Diego Business Journal		

* Executive Committee Member

LIVE

WILL INSPIRE SOLUTION
FLIGHT COMMUNITY
MISSION
VISION
IMPACT
ACTION
TRANSFORMATION
ACHIEVEMENT
INSPIRE
IMPACT
WILL
IMPACT
FAMILY
FLIGHT

UN

COMMUNITY
IMPACT
VISION
MISSION
WILL
INSPIRE
ACHIEVEMENT
WILL
ACTION
FAMILY
LIVE
INSPIRE
VISION
MOTIVATE
INSPIRE
OPPORTUNITY
IMPACT
ACHIEVEMENT
BRILLIANCE
FLIGHT
COMMUNITY

TED

MISSION:

TO IMPROVE LIVES
BY MOBILIZING THE
CARING POWER
OF THE SAN DIEGO
COMMUNITY.

LIVE UNITED



United Way
of San Diego County

**STAY
CONNECTED**



LIKE US ON FACEBOOK
facebook.com/unitedwaysd



FOLLOW US ON TWITTER
[@liveunitedsd](https://twitter.com/liveunitedsd)