



**Education**



**Community**

UNITED WAY OF SAN DIEGO COUNTY  
2019-2020 ANNUAL REPORT



**Philanthropy**



**Partnership**

## 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.

Aligning Partners.  
Leveraging Resources.  
Transforming Lives.



**United Way**  
**of San Diego County**



## Letter from our President & CEO and Board Chair

### DEAR FRIENDS,

At the start of the 2019-2020 fiscal year, our team at UWSD was excited about expanding our work in the community, and planning the yearlong celebration of our Centennial – 100 years of impact in San Diego! This fiscal year felt like two different years. The first half of the year bustled with new initiatives, such as Advancing San Diego and the San Diego Homelessness Volunteer Network, and strong partnerships such as the Census 2020 Coalition. Our collaborations with local schools and nonprofits flourished to ensure that students were meeting their educational milestones, and our relationships with our corporate partners and donors were bolstered to make certain that families in our community have the resources they need to be stable and strong.

The second half of our fiscal year delivered two terrible tragedies that have put a blazing spotlight on the inequities that exist in our country. Our country was hit with the unprecedented COVID-19 pandemic, and data shows that African American and Latinx communities have been disproportionately affected due to health and economic inequities. In addition, the killing of George Floyd at the hands of police officers has further intensified the focus on racial inequities that are everyday realities for primarily African American and Latinx people. It has always been clear to us at UWSD that the stability of the family plays a critical role in early childhood development. We're also keenly aware of the fact that there are many families across the San Diego region who can't afford to meet their basic needs, even more so at this point in time. These scarcities cripple a children's ability to learn.

The COVID-19 pandemic and racial justice movement have reinforced that our world is ever-changing. But one thing remains constant – UWSD's commitment to ensuring that all children, young adults, and families in our community have a chance to succeed, regardless of income or zip code.

As we continue to face obstacles brought on by the pandemic and social unrest, it is clear to UWSD that our role is more important than ever. The community needs us to bring together partners to align goals and leverage resources so we can address and resolve the stark inequities that continue to plague our community.

We know that we cannot do this work alone, and we are so grateful for the community of partners and donors who have committed to joining us. Thank you for your support.



**Nancy L. Sasaki**  
President & CEO

**Dr. Richard Pattenaude**  
Board Chair

# IMPACT HIGHLIGHTS

Last year, UWSD aligned with more than **160** community partners and leveraged investments from **14,000+** individuals & **340+** corporate partners to transform the lives of children, young adults, and families in San Diego County.

## AS A RESULT OF THESE EFFORTS:

The percentage of Readers in the Heights parents reading to their child either a few days a week or every day **increased from 29% to 71%.**



**11,700+ students and families** were engaged through attendance awareness efforts, and **165 students** received attendance-related case management.

**33,513** families were supported through food distribution, rent / mortgage and utilities assistance, and free tax preparation services.





## 40 interns were placed

with local  
engineering and  
biotech companies  
through the  
Advancing San  
Diego initiative.



**COUNT ME  
2020**

SAN DIEGO AND IMPERIAL COUNTIES  
CENSUS OUTREACH COALITION

**\$42+ million** in federal and state refunds  
were brought back to San Diego County through  
the Earned Income Tax Credit Coalition.



San Diego County  
increased its Census  
response rate from

**68%** in 2010 to  
**73.9%** in 2020.





# Education

Early milestones that impact a child's ultimate success in life are reading proficiency in 3rd grade and math proficiency in 8th grade. Data shows that a quarter of students who fall behind will not graduate on time. The Community Impact team at United Way of San Diego County (UWSD) partners with local schools and community-based organizations to resolve inequities in the education system and ensure that children and young adults have the tools they need to be successful, from cradle to career.

## EARLY CHILDHOOD SUCCESS

### Readers in the Heights

On average, 3rd-5th graders lose 20% of their reading skills during the summer. UWSD spearheads Readers in the Heights, a collaboration among community partners to close learning gaps and provide summer reading opportunities for students and their families.

COVID-19 has disproportionately affected families experiencing economic hardship, in turn threatening the educational success of children. When schools and after-school learning programs moved online, the Readers in the Heights team realized a need to shift its model to keep students excited about reading. UWSD aligned goals with community partners, and leveraged their expertise, time, and resources, to provide families with high quality, evidence-based literacy experiences over the summer.



**UWSD Partners:** City Heights Community Development Corporation, City Heights Weingart Library, Karen Organization of San Diego, San Diego Council on Literacy, and Words Alive!



*"She was really shy asking to sound out words, but now she [asks] 'Mom, can you help me sound this out?' Now she's confident in asking for help since we read together."*

— Emily Lira, parent of Brian and Emily, Readers in the Heights students.



## Every Student, Every Family

Historically, 11% of students in San Diego County attend school less than 90% of the time. Every Student, Every Day was an innovative program leading the way to help local schools reduce chronic absenteeism by identifying at-risk students and providing supportive interventions for those students and their families.

In the midst of the COVID-19 pandemic, UWSD pivoted its methodologies to reflect the needs of the families in our community. The initiative is now referred to as Every Student, Every Family; as UWSD acknowledges that our work must support the whole family. We know that it is absolutely necessary to support families with basic needs, such as food, in order for students to achieve academic success.



**UWSD Partners:** San Diego Unified School District, Lemon Grove School District, County of San Diego HHSA, California State University San Marcos, Point Loma Nazarene University, San Diego State University, University of California San Diego, and University of San Diego

## YOUTH SUCCESS

### Advancing San Diego

Over 60% of local jobs require some level of post-secondary education. But many of our students aren't prepared, and they're missing out on local opportunities. While 96% of Chief Academic Officers at higher education institutions believe they are preparing students for work, only 11% of business leaders agree. In addition, the demographics of current youth in San Diego County look very different from today's workforce, especially in our most high-needs industries.

A partnership among **UWSD, San Diego Economic Development Corporation, San Diego Workforce Partnership, San Diego and Imperial Counties Community Colleges Association, and the City of San Diego**, Advancing San Diego aims to add 20,000 skilled workers per year by 2030.

In its inaugural year, the collaborative identified three industries and placed 40 students in internships at 20 different business across the region.

### Character Playbook

Character Playbook is a national partnership among the NFL, United Way, and EVERFI that provides schools with a meaningful online program that addresses Social-Emotional Health.

319 students participated in 468 hours of Character Playbook learning.



**UWSD Partners:** Los Angeles Chargers and EVERFI





# Family Stability

Family stability plays a critical role in early childhood development. There are many families across the San Diego region who cannot afford to meet their basic needs. This scarcity cripples a child's ability to learn. As a leader in our community, UWSD brings together partners to align goals and leverage resources to reconstruct systems and resolve inequities in order to transform lives.

## San Diego County Earned Income Tax Credit (EITC) Coalition

Each year, thousands of San Diegans do not take advantage of the tax credits for which they are eligible. Many low-income households who think they do not make enough money to file taxes do not realize they are actually eligible for a refund check. And maybe even more: many could qualify for other benefits, which could add to their savings, such as the federal EITC, CalEITC, and Child Tax Credit.

Led by UWSD, the San Diego County EITC Coalition is anchored by a partnership with the **County of San Diego Health and Human Services Agency, Integrative Services Division and the IRS Stakeholder Partnerships, Education, and Communications office.**

In 2020, the Coalition was comprised of over **18 local partner organizations** supporting free tax preparation services throughout San Diego County. While the pandemic caused many free tax preparation sites to close down, some partners managed to act quickly, think innovatively, and continue to serve our community. As a result, 25,250 local households received over \$42 million in federal and state refunds, and 7,234 households received over \$14 million in federal EITC. Additionally, clients saved \$5.9 million in tax preparation fees.



When EITC Coalition partner, Dreams for Change, asked its clients, "What does this refund mean to you?"

*"Everything! As a single mom, I need as much money back as possible. This year, I will be using the refund for dental work and paying off debt so I can make a better life for my son and me."*

*"This means so much to my children and me. It means we get to have a home."*

*"I can breathe for the first time all year."*



## Unions United

A Community Partnership for Working Families

**AFL-CIO**  
COMMUNITY PARTNERSHIPS



AFL-CIO United Way Partnership



## Unions United

By leveraging federal funds and donations, Unions United provided over \$757,000 in emergency assistance for rent or mortgage, utilities, and food to more than 3,700 families. As a direct impact of the pandemic, the number of people needing food in March and April nearly doubled as compared to the same period the year before. As an essential service, Unions United staff continued to serve the community on the frontlines throughout the pandemic.



**UWSD Partners: American Federation of Labor and the Congress of Industrial Organizations (AFL-CIO), and United Way Worldwide.**



## Census 2020

In 2010 alone, the U.S. Census missed more than 1.5 million minorities nationwide. This resulted in lost funding for government programs. The Count Me 2020 Coalition provided outreach and education in order to achieve a complete and accurate 2020 Census count in our hardest to count communities. **UWSD coordinated the coalition of over 150 organizations comprised of 53 directly contracted community-based organizations, as well as local cities and legislative representatives across San Diego and Imperial Counties.**

*"Volunteers in the community have always been at the heart of your work and that is why I'm so grateful for your ongoing partnership, especially during this year's 2020 Census outreach. It's no simple task to coordinate 150 partners across San Diego County, but you did it, and we've exceeded the 2010 count in San Diego County. In light of the COVID-19 epidemic, your efforts are vital to ensure we get our fair share of millions of dollars in critical funding."*

— Senator Toni G. Atkins,  
CA Senate President Pro Tempore

# CORPORATE SOCIAL RESPONSIBILITY

UWSD has long partnered with local companies on workplace giving, employee volunteerism, and other social purpose activities. A comprehensive corporate social responsibility (CSR) strategy provides businesses with an advantage in the talent war, giving employees more power to engage with social issues and connect with changemakers and like-minded colleagues. UWSD's CSR services make employee engagement dramatically easier and more effective for companies by offering diverse ways to give back with time, talent, and treasure.

## Nonprofit Board Service Certification Program



With a long history of partnering with a wide range of individuals in the private and public sectors, UWSD is keenly aware of the value and lasting change that dedicated community members can bring to the nonprofit sector, especially through board service. In partnership with **The Nonprofit Institute at the University of San Diego**, UWSD has launched a Nonprofit Board Service Certification program designed to help professionals use their skills and experience to move boards forward in an ever-changing world. Through this program, UWSD also contributes to building capacity of nonprofit organizations by helping to connect community partners with qualified board candidates. The first cohort, launched in February of 2020, was sponsored by UWSD's Women United Affinity Group and included seventeen amazing female community leaders. UWSD now offers this program virtually to ensure safety and compliance with all COVID regulations.

*"The Nonprofit Board Service Certification program helped me transition from working in volunteer roles with nonprofits to a leadership role. This program helped me develop the competencies needed to step into a board role, and I feel much more confident that I can make a positive and impactful contribution. I am also appreciative that I will continue to learn about how to effectively serve in a board position as things shift and change, such as support during a pandemic!"*

— Morgan Johnson, Associate Vice President at Ashford University Center for Excellence in Teaching & Learning



# VOLUNTEERISM

## Connecting the Community

UWSD volunteers participate in community programs year-round, from the annual Read Across America book drive and literacy celebration, to the Day of Action and Readers in the Heights initiatives over the summer, and the Holiday Food and Toy Drive. This year, 620 United Way volunteers served more than 6,600 hours, valued at \$168,010. UWSD also helped an additional 814 volunteers find volunteer opportunities with our community partner organizations.



## San Diego Homelessness Volunteer Network (SDHVN)

United Way recognizes the value in aligning with other organizations to increase the visibility and accessibility of volunteering in our community. In November of 2019, in partnership with **Councilmember Chris Ward and the Regional Task Force on the Homeless**, UWSD launched the SDHVN. The SDHVN is an online database that connects volunteers in search of opportunities with the many nonprofits and provider organizations that are serving individuals experiencing homelessness across San Diego County. Since its launch, over 200 volunteers have connected with 12 organizations through 33 volunteer opportunities. Overall, the database was used more than 750 times to sign up for homelessness-related volunteer activities.

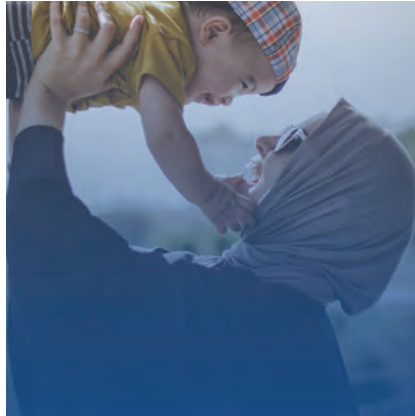
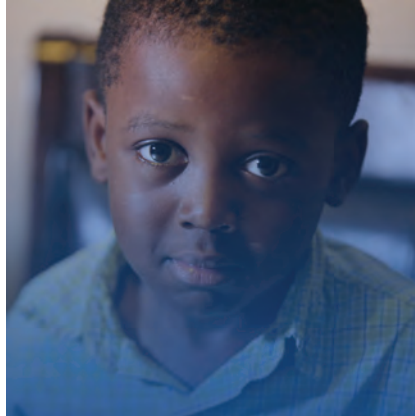
## COVID-19 Volunteer Hub

In the wake of the coronavirus crisis, UWSD partnered with **HandsOn San Diego** to launch the COVID-19 Volunteer Hub. After receiving hundreds of inquiries from community volunteers wanting to help, UWSD knew there needed to be a central location to find activities related to COVID-19 relief. The Hub has proven to be a valuable resource, with nearly 1,500 connections made between volunteers and nonprofit organizations through 45 volunteer opportunities.

## CalSavers

CalSavers is California's new retirement savings program that offers millions of workers in California the opportunity to get on track for the future. It is available to workers whose employers do not offer an alternative workplace retirement plan. UWSD partnered with United Ways of California to target employer outreach about the program and ensure that small, local businesses were aware of the new state mandate requiring them to offer a retirement plan. UWSD partners in spreading the word about CalSavers include **Downtown San Diego Partnership, City of San Diego - Economic Development Department, San Diego Regional Economic Development Corporation, San Diego Chamber of Commerce, East County Economic Development Corporation, and Small Business Development Center.**

# COVID-19 RESPONSE



## Worker Assistance Initiative (WAI)

In March of 2020, UWSD launched the San Diego WAI as part of the greater San Diego COVID-19 Community Response Fund to provide flexible resources to individuals who experienced layoffs or reduced working hours because of the pandemic by assisting them with their rent, mortgage, and utilities payments. The aim of the WAI complements the work of public health officials to prevent the need to enter the social services system of care and prevent homelessness.

Due to the incredible generosity of individual donors, community foundations, and local corporations, UWSD raised and distributed close to \$2 million dollars in assistance to low-wage workers and local nonprofit partners who are providing direct assistance to workers who have been most impacted by the pandemic.



**UWSD Partners: MAAC, North County Lifeline, Partnership for the Advancement of New Americans, San Diego Community College District, San Diego LGBT Community Center, South Bay Community Services, and United Domestic Workers.**



*"With absolutely no income coming in or savings left to spare, my family was facing homelessness, no food, and losing our cars, our hopes, and our dreams."*

*– The Cornejo Family*



# CENTENNIAL CELEBRATION



For 100 years, UWSD has aligned with partners and leveraged resources to transform lives. 2020 marks UWSD's Centennial Anniversary of impact in the community. To commemorate this monumental milestone, UWSD planned to highlight a different decade each month, starting with its founding decade, the 1920s. While the COVID-19 pandemic prevented a number of events, UWSD was able to host two celebrations in early 2020.



## "Love Your Community"

To continue the Centennial Celebration, board member and Tocqueville donors David and Marti Andrews hosted an event on February 20th, 2020 to celebrate the impact of United Way during the 1930s. In the 1930s, United Way of San Diego County went by the name Community Chest and used the tagline "This is the chest – that raises the money – that helps our neighbors – that builds for the future – a better community for all of us." Community is not only a place, but it's the sense of fellowship among others, as a result of sharing common interest and goals. United Way aims to not only support the children, young adults, and families in our community, but to share the goals and passions of our organization. In the 1930s, the Community Chest raised over \$2,000,000 to support the local community – which would be over \$38,000,000 in today's dollars!

## Centennial Kickoff Luncheon

On January 16th, 2020, the halls of the San Diego History Center filled with the sounds of laughter and nostalgia. To honor the birth of UWSD in the 1920s, fifty esteemed members of the United Way legacy convened for an intimate luncheon. Old friends were reunited, new friendships were forged, and all attendees shared a love and support for United Way.

# Philanthropic Community

UWSD is grateful for the generous support of our corporate partners, foundations, and local philanthropists to ensure that every child, young adult, and family has the tools and resources needed to be successful — regardless of income or zip code. We recognize these donors for their strong commitment to community and for inspiring others to greater philanthropy.

## Top Ten Corporate Partners

*\*Based on total donations directed to UWSD*



## Grants and Foundation Support

- State of California - California Complete Count - Census 2020
- San Diego Association of Governments (SANDAG)
- California Department of Community Services and Development
- The San Diego Foundation
- United Ways of California
- San Diego Regional Economic Development Foundation
- Department of the Treasury - Internal Revenue Service
- The County of San Diego - Neighborhood Reinvestment Program
- Wells Fargo Foundation
- The California Endowment
- U.S. Bank Foundation
- Nordstrom Charitable Giving
- City National Bank Corporation
- Bank of America Charitable Foundation
- City of San Diego Community Projects, Programs, and Services
- San Diego Gas & Electric
- Nellie Thatcher Perkins Foundation
- County of San Diego Community Enhancement Program
- Ellen G. & Edward G. Wong Family Foundation
- The Samuel I. & John Henry Fox Foundation
- United Way Worldwide
- Stater Bros. Charities
- PRATT MEMORIAL FUND
- International Community Foundation



## Donors

*Tocqueville Society members give \$10,000 or more annually to UWSD.*



David & Marti Andrews  
Bear Family Fund at the San Diego Foundation  
Barbara & Randy Beck  
John Begley  
Stephanie & Stephen Brownell  
Edward Bryant  
Eder Cavalcante  
Austin Chadwick  
Pedro & Carol Cuatrecasas  
Ronald Currie  
Cushman Family Foundation  
Kenneth & Joy Dahlberg  
David C. Copley Foundation  
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  
Lulu & Andy Hsu  
Gregory & Wendy Hunter  
Hunter Family Advised Fund at the San Diego Foundation  
Sara Jacobs  
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 Pavan

Scott Peters  
David Pollock  
Rivkin Family Fund  
Jeannie and Art Rivkin  
Glenn & Lynne Rossman  
Matt Sager  
J. Michael Sauder  
Teresa & Paul Schrader  
Gerald Schemidt  
Elaine Galinson & Herbert Solomon  
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

## Leadership Society

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



# Affinity Groups



## Emerging Leaders

Emerging Leaders is comprised of more than 80 young professionals representing nearly every industry in San Diego County who have a passion for social impact and an interest in professional development. Throughout the year, UWSD offers Emerging Leaders networking opportunities, opportunities to learn about issues facing the San Diego community and introductions to the region's philanthropic community. **Last year, Emerging Leaders hosted the following events:**

- Book Drive at the Ballpark
- No Small Matter Documentary Viewing with Women United
- Workplace Tour of NASSCO
- Professional Development Workshop with Kelby Kupersmid
- End of the Year Networking Happy Hour
- Workplace Tour of Taylor Guitars
- CEO Q&A with Nancy Sasaki
- Read Across America Day
- April & May Volunteer Challenges
- Junior Achievement Virtual Volunteering



*"Through Emerging Leaders, I'm extremely grateful for the many relationships I've made with other young professionals who are passionate about giving back and positively transforming our underserved communities."*

*Serving on the Advisory Committee has allowed me to grow professionally and sharpen my leadership skills.*

*The unity and creativity that came from the participation of members in the many activities that were planned during the COVID-19 stay-at-home orders has been the most rewarding. It provided me the resources and opportunity to give back to the community, and it brought hope and community resilience during times of darkness and uncertainty."*

— McKinna Dartez, C.M., Aviation Noise Specialist and Planning & Environmental Affairs at San Diego County Regional Airport Authority and Emerging Leaders Advisory Committee Chair



**United Way of San Diego County**  
*Emerging Leaders*



## Women United

Women United is a diverse network of over 90 professional, community-minded women who represent nearly every industry in San Diego County. Members participate in a variety of engagement opportunities 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:**

- Readers in the Heights Volunteer Opportunity
- Annual Investment Meeting
- Santa's Workshop with Home Start
- Networking in Normal Heights
- Professional Clothing Donation Drive
- Dreams for Change Safe Parking Lot Meal
- Read Across America Day
- Bi-monthly Women Who Wine Events

**Women United invested over \$80,000 from the Women United Fund to support:**

- UWSD's Board Service Certification Program - Female Leaders Cohort
- Seed funding for social emotional learning work in Escondido
- Match funding for family stability work

*"Women are strong and resilient. That's why I am honored that Women United continues to be a champion for women and families within the San Diego region. By aligning our resources, we are able to do more for those in need."*

— Christina Hastings, Sr. Manager, Communications  
Business Partner | GQO & PD at Illumina, and  
Women United Steering Committee Chair



UNITED WAY OF SAN DIEGO COUNTY  
**WOMEN UNITED**

# Board of Directors 2019-2020

## EXECUTIVE COMMITTEE



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*President Emeritus  
Professor of Political Science  
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California Bank & Trust*



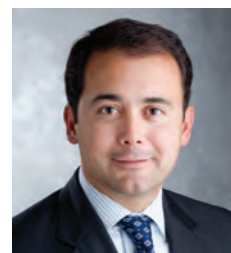
CHAIR, AUDIT COMMITTEE  
**Gordon Wiens**  
*Senior VP & Credit  
Products Manager  
Bank of America*



CHAIR, GOVERNANCE  
COMMITTEE  
**Dr. David W. Andrews**  
*President  
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CHAIR, MARKETING  
COMMITTEE  
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Logistics Manager  
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AT-LARGE MEMBER  
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*Partner  
Higgs Fletcher & Mack LLP*

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SD Co. Bldg. & Construction  
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## BOARD OF DIRECTORS

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Offices of Strengths & Vocation  
Point Loma Nazarene University*



# Financials

## Revenue, Gains & Other Support

■ 56%	Campaign results net of losses	\$6,556,292
■ 38%	Grants, contracts & contributions	4,511,305
■ 2%	Net investment income	207,970
■ 4%	Other	452,255

**Total Revenue** \$11,727,822

## Expenses

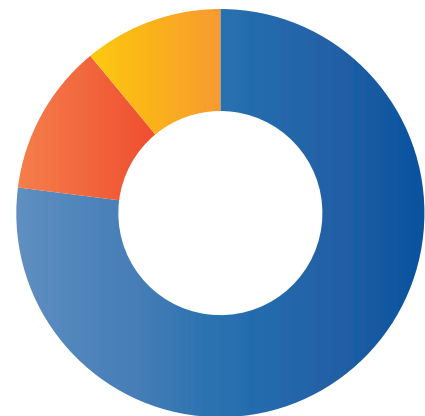
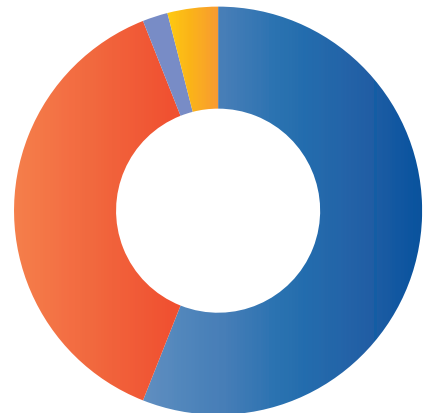
■ 77%	Program services	\$8,972,685
■ 12%	Fundraising	1,437,879
■ 11%	Organizational administration	1,206,889

**Total Expenses** \$11,617,453

Change in net assets 110,369

Net assets beginning of year 11,860,543

Net assets end of year \$11,970,912



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





## PARTNER WITH UNITED WAY OF SAN DIEGO COUNTY

Align with us to address inequities in our region and help underserved communities. Leverage our data to better understand root causes, and put impactful solutions into action. Help transform the lives of children, young adults, and families.

**Aligning Partners. Leveraging Resources. Transforming Lives.**



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**United Way  
of San Diego County**

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