COLLECTIVE IMPACT IN
shared goals and results
of 55 KIDREN REPORTS OPEN COMMUNICATION

DEAR FRIENDS,

Together, over the past year, we have been pursuing lasting social change on the most difficult challenges we face as a community: poverty, poor health, and lagging educational achievement. We are very proud of the progress we are making together with dedicated partners, donors, advocates, and volunteers that are working tirelessly to find new solutions to old problems.

By putting children and families at the center of our work, implementing shared goals, and making data-driven decisions, we are truly creating long-term change that will impact generations to come.

This report highlights only some of the innovative work that has happened over the past year. Please visit our website at uw.org to learn more and find out how you can be a force for good and help change the odds for kids and families in our community.

We give our sincere thanks for the generous and continued support that makes this work possible. We look forward to the future successes we create together!

United Way of Salt Lake Senior Management Team

Community Champions

Together, we are changing the odds for all children to succeed.

Community Champions are organizations that lead unique initiatives that help improve outcomes for children and families in our Promise Partner communities.

2015-2016 Community Champions

Savage Services
Salt Lake Valley Health Department
Salt Lake School District

Although, foundations, corporates, and organizations

For more information, please visit uw.org/community-champions
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This annual report highlights the most important and innovative work that has taken place over the past year.

Promise Partnership Communities

In neighborhoods and schools throughout our community, people are working together in a new way. We are creating collective impact partnerships, seeking out new solutions to old problems, mobilizing the best resources, and inspiring individuals to get involved. These partnerships, and Donor Networks come together to create change—making personal, professional, and philanthropic networks. In addition to financial investments, members of these networks are our community’s most dedicated volunteers, advocates, committed to changing the odds for everyone in our community.

Pay for Success

In 2015, United Way of Salt Lake and its partners in the Promise Partnership Las Vegas Community launched the first Pay for Success (PFS) transaction in the nation. The 110 children involved in the initiative were to be paid if they were in school for at least 85% of the school year. Each child had a 30% chance of qualification

Collective Impact Creates Large Scale Change

Since 2011, we have worked with dozens of partners to launch seven Promise Partnership communities in Ogden, Davis, and Park City school districts. In multiple schools districts, we are seeing results–not just for some students–but for every student.

The Promise of Collective Impact

In our community and this nation, too many children are left behind. The Promise Partnership view is that, if we work together, we can ensure that all children have the tools and supports necessary to thrive. This year’s report reflects on the progress made toward this vision.

Challenges to Health Outcomes

<table>
<thead>
<tr>
<th>SY2012</th>
<th>SY2013-14</th>
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In 2015, United Way of Salt Lake (UWSL) worked closely with partner organizations to improve the lives of the most vulnerable residents in our community. This year, we expanded the reach of our collective impact partnerships, with nearly 150 neighborhood centers throughout the area. As the report shows, these collaborative efforts have led to significant improvements in the lives of children and families. The data reflects the work of UWSL and our partners in improving outcomes in education, health, and financial stability of all children and their families.

**The Promise of Collective Impact**

Collective impact has the potential to transform the lives of the most vulnerable children and families. This year, UWSL focused on three key areas: education, health, and financial stability. The report highlights the progress made in these areas and provides evidence of the impact of our collective efforts.

**Legislative Wins**

Through the collaborative advocacy efforts of our community and the leadership of our key legislative champions, there were three big legislative victories that were celebrated in 2016. These legislative efforts include:

- **3rd Grade Reading (low-income students)**: Increasing the number of students who read proficiently by the end of third grade.
- **Immunizations (children)**: Increasing the number of children who are up to date on their immunizations.
- **Health Insurance (children)**: Increasing the number of children who have health insurance.

These legislative wins have helped to improve outcomes for children and families in our community.

**Collective Impact Creates Large Scale Change**

Since 2013, we have worked with dozens of partners to implement the UWSL’s redesigned child and adult collective impact partnerships. In these partnerships, we have seen a significant increase in the number of children and adults who are receiving the services they need. The data presented in the report shows the continued growth and success of our collective impact partnerships.

**Accountability and Transparency**

UWSL is committed to transparency and accountability in all that we do. The report includes detailed financial information, as well as data on our governance policies, operations, and results. This information is available for download on our website at uw.org.

**2015-16 Financial Statements**

<table>
<thead>
<tr>
<th>Revenue</th>
<th>$2,825,562</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programs</td>
<td>$3,485,618</td>
</tr>
<tr>
<td>Supporting Services</td>
<td>$13,013,343</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$26,496,771</td>
</tr>
</tbody>
</table>

**Donor Networks**

Donor Networks are partnerships that work together to ensure that all children and their families have the resources they need. This year, UWSL worked with 150 neighborhood centers to improve outcomes in education, health, and financial stability.

**Outcomes: Results Matter**

The outcomes presented in the report illustrate the impact of our collective efforts. For example, the percentage of children who are up to date on their immunizations increased from 47% in SY2011-12 to 62% in SY2015-16. Similarly, the percentage of children who are reading proficiently by the end of third grade increased from 60% in SY2013-14 to 61% in SY2014-15.

**Outcomes: UWSL Annual Report**

The report includes data on the outcomes achieved by UWSL in SY2015-16. The data highlights the progress made in education, health, and financial stability, as well as the impact of our collective impact partnerships.

**UW.org**

The report is available for download on the UWSL website at uw.org.
Together to create change

Everyday 
people are coming 
together 

United Way of Salt Lake works in 
Promise Partnership 
Communities with 

150 members 

70 community schools and neighborhood centers 

40 organizations 

30 donors 

82 volunteers 

570 residents 

30 businesses 

4 schools 

200 members 

The Promise of Collective Impact

Collective Impact

In August 2013, America’s first “Social Impact Bond” (SIB) or “Pay for Success” (PFS) transaction for early childhood education was established in Utah. Two (SIB) or “Pay for Success” (PFS) transactions that fund innovative early childhood education and remedial services, including special education. In the SB101 passed!

This bill supports and expands cross-sector partnerships that work together to ensure every student has the opportunity to succeed. In Canyons, Davis, Granite, and Park City school districts. In multiple schools districts, we are seeing

In-kind Contributions $6,507,888

Investment Returns $4,298,000

In-kind Contributions $5,022,917

Investment Returns $2,875,872

With the help of a broad coalition of partners and advocates, committed to changing the odds for everyone in our community.

Membership Disclosure

United Way of Salt Lake is dedicated to being transparent and accountable in all that we do. All supporters, partners, and community members have access to all United Way of Salt Lake’s annual report, IRS tax return (Form 990) and its current IRS tax exempt determination on our website at uw.org, including:

- Our mission and how we accomplish it
- Sources and uses of our funds
- Financial statements and a list of compensation levels of the senior management team, are reviewed and ratified by the Board following a thorough review by the Administration/Finance Committee and the Executive Committee. Does United Way of Salt Lake have an active Board of Directors comprised of citizen leaders that meets regularly? YES

- The Promise of Collective Impact

• Partner listing
• Annual Report
• Board of Directors statement
• Governance policies

ACCOUNTABILITY CHECKLIST

YES

Accountability and Transparency

United Way of Salt Lake is a Better Business Bureau (BBB) Accredited Charity.

Available for download.

YES

Delivering the Promise of Collective Impact

Through the collaborative advocacy efforts of many, we can improve communities and families. In 2015, we launched the Promise Partnership, and it highlights in detail the.

This year, we worked together with

388 Organizations

25,608 Donors

7,482 Volunteers

26,209 Hours Worked

8,121 Advocates

United Way of Salt Lake works in Promise Partnership Communities with:

84,786 Total Calls

97,826 and made

138,140 Referrals

**Based on 2015 year-end tax return presentation.**

777 - $2.3M Donors

7446 Volunteer Hours

$2.3M

5446

$15,838,905

Syracuse, Dayton, and Park City School Districts. In multiple school districts, we are seeing results–not just for some students–but for every student.

since 2011, we have worked with dozens of partnership communities across the state, 24/7.

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In 2012, the firm’s “Social Return on Investment” analysis showed that Children’s Defense Fund’s (CDF) project, the Parent-Child Early Learning (PCEL) program, was generating a social return of 13:1 to 27:1. The 13:1 figure is based on both the PCE intervention and other (unrelated) interventions. The 27:1 figure is based on the PCE intervention alone. Data from both rounds of the experiment were collected and analyzed using rigorous design and, after calculation of the adjusted present value of all observed outcomes, the result was a 13:1 public benefit in the US. In 2013, Harvard Business School estimated the value of the total social return to be $26.5 billion. The study showed that the group of children who received high-quality preschool through the PCE intervention had significantly better outcomes than those who did not. This indicates that high-quality preschool can have a significant impact on children’s future success. In order to achieve these outcomes, the 13:1 public benefit was calculated using the present value method. This method takes into account the time value of money, which is the idea that money today is worth more than money in the future. The present value method allows for a more accurate calculation of the value of future benefits, which makes it possible to compare investments of different time horizons. Overall, the study highlights the importance of early childhood education and the potential for high-quality preschool to have a significant impact on children’s future success. However, the study also emphasizes the need for more research and funding to support early childhood education programs.
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We are making this work possible. We look forward to the future successes we are making together with dedicated partners, donors, advocates, and volunteers.

The following visionary donors have made the commitment to help change the odds by investing generously to support the work of UWSL.

Thank you to our generous supporters.

Collective Impact

These partners engage with UWSL in a collective impact collaboration to support children and families from cradle to career.

UWSL partners with the Partnership for Strong Families to help ensure that all children and families have access to and can afford the services they need. To learn more, visit our website at www.partnershipforstrongfamilies.org.

Thank you to all who support the work of UWSL.

To help change the odds for kids and families in our community.

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COLLECTIVE IMPACT IN ACTION
shared goals and results in the RENEW RECORDS OPEN COMMUNICATION

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United Way of Salt Lake Senior Management Team

Special thanks to Chair Counsil of Directors

Cornerstone Partners

The following visionary donors have made the commitment to help create shared goals, to learn more and find out how you can be a force for good and help change the odds for kids and families in our community.

Clark B. and Helen E. Eccles Foundation

JPMorgan Chase, N.A., Utah

Craig Zollinger

International Realty

Summit Sotheby's

CHG Healthcare Services

Kathie Miller

Director of Community Support Services

An additional 63 individuals, couples, and organizations have made significant investments to help change the odds for kids and families in our community.

Larry H. and Gail Miller Family Foundation

$250,000 and above

The Weinholtz Family Foundation

$1,000,000 +

$2,000,000 +

Daniels Fund

$500,000-$999,999

JcPenney Company

$10,000-$19,999

UP TO $4,999

UP TO $100,000

These partners work with UW to create shared goals, focus strategies, and measure outcomes.

Promise Partners

These partners engage with UW, in a variety of partnership initiatives to support children and families from early to career.

We are grateful for the support of Promise Partners.

Thank you to our generous supporters.

Together, we are creating the odds to help change the odds for kids and families in our community.

Board of Directors

Julianne Gardner Arnell and Weston Arnell, Susan Gardner Folau and Sitani Folau, Andrew Barnes, Matthew Lincoln and Amy Gardner, Kimberly Gardner Martin and JT Martin

Volunteer Spending Plan

In addition to scholarship, interns, and volunteers.

Walk This Way Foundation

Families in our community.