Annual Report
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Dear Friends,

With Nelson Mandela’s passing, we lost an incredible poverty advocate. However, his legacy lives on; a legacy that he has entrusted to each of us.

Thanks to each one of you, there is a movement to cut poverty in the Bay Area. And with your support, we will see it through to completion.

Poverty is a complex issue that requires a complex solution, and because of the 70,000+ change-makers that have joined our movement to cut Bay Area poverty in half by 2020, we’re well on our way.

Your passion, your commitment and your dedication help move us forward every day. With that support, we’re able to create holistic and sustainable solutions for Bay Area families, meeting their real and complex needs.

When we look back over the past year, we see that we’ve achieved incredible results together, but most importantly, we recognize that without your support, none of this work would be possible.

Thank you for your vision and your commitment to our community.

Susan A. Sutherland
Chair, Board of Directors
United Way of the Bay Area

Anne Wilson
Chief Executive Officer
United Way of the Bay Area

Senior Vice President,
Seattle Branch Manager, and
Director, Office of Diversity & Inclusion
Federal Reserve Bank of San Francisco

“Overcoming poverty is not a gesture of charity. It is an act of justice."
– Nelson Mandela
Give

Our largest poverty-cutting programs address the three key drivers of financial success: basic needs, education and jobs. When you give, you’re supporting programs that help struggling families with everything from food assistance to after-school programs to job training. This report highlights the results achieved during the 2012-13 fiscal year, which was also United Way’s 90th year of impact.

MatchBridge

In 2012, President Obama issued a challenge to businesses, non-profits and government: work together to provide pathways to employment for low-income and disconnected youth. San Francisco’s Mayor Lee answered that call and challenged employers to provide 5,000 jobs and internships throughout the summer. United Way led San Francisco’s effort in support of the Mayor’s Summer Jobs+ Program, along with the Department of Children Youth and their Families (DCYF), the Office of Economic and Workforce Development (OEWD) and the San Francisco Unified School District (SFUSD).

San Francisco not only achieved the goal of providing 5,000 jobs, but exceeded it, placing 5,217 young adults in jobs, internships and other work opportunities for the summer and beyond. Thanks to United Way’s MatchBridge program and their strong connections with the private sector, as well as outstanding employer partners, thousands of youth were placed in those jobs with the help of 35 community partners.

“My internship at Jawbone pretty much changed my life. The people trusted me to get the job done, and I’m doing so well that they’ve hired me on permanently! My mentors believed in me. They gave me a chance to prove myself. They helped instill in me the importance of education and changed the way I approach college. Now I want to be an entrepreneur.”

– LaRon Ryan

The success of this program was made possible by the support of our many partners and funders, including these major sponsors:
Business Pathways

Through United Way of the Bay Area’s Business Pathways program, young people are placed in professional internships in one of six sectors: real estate, technology, law, finance, hospitality and nonprofit. Interns spend 18 hours a week for eight weeks at their host company, where they are exposed to various careers within their industry. In addition, they attend a two-hour weekly skill-building seminar, run by United Way, which offers job coaching and financial literacy education. Learn more at matchbridge.org.

Earn It! Keep It! Save It!

United Way’s free tax assistance program has emerged as an important local economic engine. During the last tax season, volunteers helped 68,000 Bay Area households claim a total of $74 million in refunds, including $24.9 million in Earned Income Tax Credits. This year, 3,311 committed volunteers to serve as tax preparers, without whom this work would not be possible. Learn more at earnitkeepitsaveit.org.
SparkPoint

SparkPoint Centers provide one-on-one financial coaching to low-income individuals in the Bay Area. The program had its biggest year in 2012-13, serving 7,500 people, and pushing the three-year total to more than 11,000 clients served. Seventy-one percent of these individuals achieved progress with increasing their income, improving their credit score, or getting out of debt.

United Way’s SparkPoint program has joined forces with partners like Well Fargo and Chevron to make multi-year financial counseling available to low-income households across the Bay Area. United Way is also sharing best practices with partner organizations across the nation to help replicate the SparkPoint model in other communities. Learn more at sparkpointcenters.org.

More than 70 nonprofit and government organizations collaborate with United Way to deliver services at ten different SparkPoint Centers across the Bay Area.

“I’m a single mom, and for 14 years I worked at a grocery store to support my family. I lost my job and suddenly found myself struggling to survive. I felt completely lost and was sick with worry about not being able to provide for myself and my sons. Then I found United Way’s SparkPoint program. They helped me find a job, make a spending and savings plan and taught me about how to get out of debt. It was like a door opening at the end of a tunnel. Today I feel happy, secure and full of hope about my future.”

– Zoila, SparkPoint client
Community Schools

Many students in our region’s poorest neighborhoods go to school hungry, sick, or otherwise not prepared for a productive day of learning. Community Schools address these issues by bringing services like health care, counseling and food assistance directly onto school campuses in low-income neighborhoods.

More than 15,625 individuals and families were served this year, and our investments are achieving results: test scores, reading levels, attendance rates and parental engagement are on the rise at Community Schools.

This year United Way also began its first district-level partnership with Vallejo Unified School District, which hopes to evolve all 16 of its sites to Community Schools. A team of education and community leaders have been appointed to design a strategy for launching 200 Community Schools across the Bay Area by 2020. Learn more at uwba.org/community-schools.

“I love being a dad. But raising two daughters on my own isn’t easy, especially on $1,200 a month. I was seriously injured two years ago, and now my income is half of what it used to be. We’ve faced challenges we’ve never faced, like homelessness. Asking for help has been humbling, but I did it for my girls. I’m grateful that my daughter Cynthia goes to a United Way Community School.”

– Angél Lopez
United Way’s 211 helpline connects people in need with community services such as housing, food and healthcare. Almost 188,000 calls were answered during fiscal year 2012-13.* Screening for CalFresh eligibility has increased by thirty percent since last year, resulting in an additional $56,805 in funding to 211 centers in San Francisco, San Mateo, Marin, Napa and Solano.

In the fall, United Way transitioned the Bay Area 211 call center to Interface Children & Family Services in Ventura, which will help to boost sustainability and cut annual operating costs by more than half. The 211 database is more robust than ever: it now includes listings for over 2,599 agencies and 3,850 active programs.

United Way is always working to optimize the integration of its programs, and by directing over 1,600 helpline callers to its Earn It! Keep It! Save It! program for free tax preparation, substantial progress is being made. 211 is also strengthening its marketing efforts: this year the program participated in ten outreach events, reaching 4,200 community members. Learn more at 211bayarea.org.

*Across San Francisco, San Mateo, Marin, Napa, Solano, Contra Costa, and Alameda county.

“211 eliminates barriers to connect people to appropriate resources to meet their needs with a minimum of hassle.”

– Carrie Gordon, Cañada College Student Health Center

Labor Community Services

United Way funds labor liaisons in the Bay Area that continue to play an essential role in supporting people in poverty with community services and policy advocacy. Through this program, 3,600 families were provided with food, shelter and jobs this year.

Emergency Food and Shelter

United Way collaborates with more than 70 partners to distribute over $2 million in emergency meals and shelter nights. Several of these organizations have joined Rise Together, our collective impact initiative.
Advocate

Moving people out of poverty requires not only strong programs to serve individuals, but also policy changes that transform systems and benefit entire communities. For the last six years, we have increased our policy advocacy around key issues that affect the most vulnerable people in the Bay Area and create opportunities for people in poverty.

Creating Solutions by Changing The System

United Way of the Bay Area has been a successful public policy advocate for the last six years, influencing wins like the preservation of the First 5 system serving children and their families, securing and expanding the federal VITA program that supports EITC work in the Bay Area and nationally, and winning the expansion of the State Children’s Health Insurance Program (SCHIP). As we continue to work toward our goal to cut Bay Area poverty in half by 2020, the importance of our advocacy role is only increasing. The board thoughtfully addressed this need by creating a Public Policy Committee, which has already refined United Way’s policy framework by adding four new issues to the agenda. Learn more at uwba.org/advocate.

United Way Goes To Congress

In December, United Way briefed Congress about its SparkPoint Centers. U. S. Representative Barbara Lee, co-chair for the Out of Poverty Caucus, shared the innovative strategy and impressive results of centers like SparkPoint across the United States that are moving people in poverty into the middle class. Since the event, United Way has been working with advocacy partners, members of Congress and federal agency leaders to explore interest in sustainable funding for programs such as SparkPoint.

Charitable Deduction Is Preserved!

Thanks to the advocacy of United Ways and other nonprofit leaders around the country, the proposed cap on charitable deductions was defeated, allowing individuals to continue giving an unlimited portion of their income to those in need. This issue is expected to resurface in the future. Join our advocacy efforts by visiting uwba.org/get-involved.
Volunteer

Volunteers are an integral part of our approach to cutting poverty. This year, more than 10,000 volunteers gave anywhere between one and several hundred hours of their time to make a positive impact in our community. Volunteers contributed to skills-based initiatives such as free tax preparation for Earn It! Keep It! Save It! as well as interview and resume coaching for MatchBridge.

Week Of Caring

During the 2012 Week of Caring 2,462 volunteers from 33 companies provided critical and timely support to local nonprofits like the San Francisco and Alameda County Food Banks, Glide Memorial and Salvation Army, completing 405 different projects across the Bay Area.

Chevron employees made up 55% of all volunteers who participated in our Week of Caring. We are grateful to Chevron for their exceptional partnership in support of the overarching mission to cut poverty in half.

Hometown Huddle

At the annual United Way/NFL Hometown Huddle, Oakland Raiders Michael Huff, Mike Mitchell, and Tyvon Branch spent an afternoon playing football with the students at Garfield Elementary School to encourage the kids to maintain an active lifestyle.
Youth Resource Fair

At the second annual Youth Resource Fair, more than 800 young people attended free seminars on resume writing, job hunting and interview practice. The event was made possible by the participation of 175 volunteers from local businesses, nonprofits and government agencies who staffed workshops and coached students through mock interviews.

Emerging Leaders

Emerging Leaders represent the next generation of leaders driven to create lasting change through philanthropy, volunteerism and community. During the holiday season, Emerging Leaders filled a Nissan Infiniti full of books and donated them to the library at John Muir Elementary school. The group also ventured to Sacramento to advocate for legislation that provides work-based learning opportunities for high school students.

Women’s Leadership Council

The Women’s Leadership Council (WLC) is a group of experienced and accomplished Bay Area women who create opportunities to support meaningful change in the Bay Area through philanthropy, advocacy and volunteerism. Last year, the WLC established a partnership with the University of San Francisco, sponsoring ten women from USF’s School of Management to join WLC. The women also held a series of educational events in February, sponsored by PwC, the highlight being a tea with special guest Linda Tarr-Whelan. In May, the WLC hosted a luncheon in partnership with the American Constitution Society at Reed Smith and welcomed Angela Glover Blackwell who spoke on how to address inequality and injustice in our communities. The group’s signature project focuses on women and their economic stability, and in particular the SparkPoint Centers that support financial self-sufficiency for Bay Area residents.
90 Years of Impact

This year marked 90 years of United Way of the Bay Area’s impact in the community. At our 90th Anniversary Gala celebration in San Francisco, more than 450 donors, volunteers and community partners celebrated a near-century of service, with the evening raising $1 million for our Community Schools initiative.

Throughout the decades, the principles of voluntary, collective action have guided our work through the leadership of extraordinary people. As our Board Chair Susan Sutherland observed, “We often refer to ourselves as a start-up with 90 years of history,” because we continually adapt to the changing needs of our community.

We were honored to celebrate with you that evening, and are honored to continue serving the community as we look ahead. The road to the centennial starts here.
Spotlight on Chevron

This year, Chevron served as the exclusive Premiere Partner in United Way’s effort to cut Bay Area poverty in half. Thank you, Chevron, for your lead investment of $1.5 million, which supported the following programs and events:

- Integration of Earn It! Keep It! Save It!, SparkPoint and Community Schools
- Earn It! Keep It! Save It! in Contra Costa County
- SparkPoint Centers in Alameda and Contra Costa Counties
- Week of Caring 2012

SparkPoint Oakland Grand Reopening

Chevron’s support also facilitated the grand reopening of SparkPoint Oakland in a larger, more central location. Congresswoman Barbara Lee and Oakland Mayor Jean Quan attended the ribbon-cutting ceremony held in January.
Donor Recognition – Total Gifts

Thank you to our generous funders who gave the following total amounts above $20,000 in fiscal year 2012-13:

$9 million or more

Wells Fargo

$1 million or more

AT&T
Bank of America
Chevron
Salesforce

$500,000-$999,999

Bain & Company
California State Employees Charitable Campaign
Deloitte
Dodge & Cox
Kresge Foundation
McKinsey & Company, Inc.
UPS
Valero Benicia Refinery

$250,000-$499,000

Abbott Laboratories
Callan Associates Inc.
Costco
Enterprise Rent-A-Car Company
IRS, Stakeholder Partnerships, Education, and Communications
Macy’s Inc.
Nordstrom
Paul Hastings LLP
PG&E Corporation
Pillsbury Winthrop Shaw Pittman LLP
PwC
San Francisco City & County
Siemer Institute for Family Stability
Target Corporation
Teso10

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### $100,000-$249,000

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Corporation for National and Community Service
Dean and Margaret Lesher Foundation
Dr. Pepper Snapple Group
East Bay Municipal Utility District
Emergency Food & Shelter National Board
Gibson, Dunn & Crutcher LLP
Illinois Tool Works
Jones Day
Keker & Van Nest LLP
Morrison & Foerster LLP
Nationwide Insurance Company
Northern Trust Bank of California
NuStar
Oakland Housing Authority
Regency Centers Corporation
San Francisco Foundation
Solano County Government
Squire Sanders (US) LLP
SRI International
Starbucks Coffee Company
State Farm Insurance
TE Connectivity
The Clorox Company
The Gap, Inc.
The James Irvine Foundation
The Morris Stulsaft Foundation
TMG Partners
Travelers
Univision
US Bank
Walmart
Westfield Group

Donor Recognition – Corporate Gifts
Thank you to the following organizations who provided corporate gifts over $20,000:

$1 million or more
Chevron Corporation Salesforce.com

$500,000-$999,999
Bank of America Wells Fargo Bank

$250,000-$499,999
AT&T Corporation IRS, Stakeholder Partnerships, Education, and Communications
PG&E Corporation San Francisco City & County
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Donor Recognition – Workplace Campaigns

Thank you to the following organizations whose employee fundraising campaigns raised over $20,000:

**$1 million or more**

| AT&T Corporation | Wells Fargo Bank |

**$500,000-$999,999**

| Bain & Company | California State Employees Charitable Campaign | Dodge & Cox |
| | | UPS |

**$250,000-$499,999**

| Abbott Laboratories | Enterprise Rent-A-Car Company | Nordstrom |
| Combined Federal Campaign | Ernst & Young LLP | PwC |
| Costco | Macy's Inc. | Valero Benicia Refinery |

**$100,000-$249,999**

| BNY Mellon | Johnson & Johnson Companies | Target Corporation |
| Callan Associates Inc. | Microsoft Corporation | Tesoro |
| Chevron Corporation | Paul Hastings LLP | Western Digital |
| Comcast Cable | Pillsbury Winthrop Shaw Pittman LLP | |
| Dentons US LLP | Sandia National Laboratories | |
| Federal Reserve Bank | | |
| FedEx | | |
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**Donor Recognition – Government Grants**

Thank you to the following government agencies for your generous support:

### 350,000 or higher

| IRS, Stakeholder Partnerships, Education and Communications | San Francisco Dept. of Children Youth & their Families (DCYF) |
$100,000 or below

2-1-1 San Diego
City of Oakland
Corporation for National and Community Service (CNCS)
Emergency Food & Shelter National Board

Donor Recognition – Foundation Grants

Thank you to the following foundations for your generous support:

$500,000 or higher

Kresge Foundation

$250,000-$499,000

Siemer Institute for Family Stability

$100,000-$249,000

S.H. Cowell Foundation
Y & H Soda Foundation

$50,000-$99,999

Annie E. Casey Foundation
Lisa and Douglas Goldman Fund
Silicon Valley Community Foundation
Stephen D. Bechtel Jr. Foundation
Walter & Elise Haas Fund

$49,999 or below

Chris German Memorial Fund
Dean and Margaret Lesher Foundation
Joy Family West
Mimi and Peter Haas Fund
San Francisco Foundation
The James Irvine Foundation
The Morris Stulsaft Foundation
The Tocqueville Society

The United Way Tocqueville Society was formed in 1984 to deepen individual understanding of, commitment to, and support for United Way’s work in advancing the common good by creating opportunities for a better life for all. The Tocqueville Society recognizes local philanthropic leaders and volunteer champions who have devoted time, talent, and funds to create long-lasting changes by tackling our community’s most serious issues.

Membership to the Tocqueville Society is granted to individuals who contribute at least $10,000 annually. In 2013, United Way of the Bay Area’s Tocqueville Society was 236 members strong and raised $8,179,222 for our poverty-fighting programs.

Christy and Greg Allen
Kat and Dave Anderson
David E. Anderson
Marcia and George Argyris
Sheila and Richard Armbrust
Natalie Gubb and David Arpi
Caryl J. Athanasiu
Mr. and Mrs. Peter Avenali
Joni and Ken Avery
Barbara and Gerson Bakar
Maggie and Joe Baker
Michelle A. Banks
Sandra and David Barron
Robin and Doug Barton
Susie and Riley Bechtel
Stephen D. Bechtel, Jr.
Linda and Nils Behnke
Jeanne and Mark Berres
JoAnn and Jack Bertges
Nancy and Robert Bishop
Bradley W. and Lisa Blackwell
Jerry E. Blakey
Jennifer and Chris Brahm
Ann Bosche
Teresa and Scot Briggs
Gina Falsetto and
Warren Brown
Daniel R. Brown
Ed Byers

Lori Feldman and Gary Caine
Patricia Callahan and
David Dee
Ann and Paul Cane
Anne and Scott Cannon
Dan and Stacey Case
Family Foundation
Steve Cassriel
Ronald A. Caton
Hardy W. Chan
Beth and Neil Cherry
Paul L. Chrzanowski
Michael Chui
Clabeth and Brian Clark
Beth F. Cobert and
Adam J. Cloth
Fannie Allen and
George W. Cogan
Peggy and Tim Cole
Adele K. Corvin
Annette B. and
Thomas A. Counts
Suzanne Cragin
Shelby and William Croteau
Beth and Andy Daecher
Roberta K. Dahl
Colleen Davies and Joe Ronan
Beverly and Philip Davis
Christine Deakin
Alecia A. DeCoudreaux

Cate and Jim DeGraw
Douglas K. Derwin
Pamela and Wayne Dewald
Andres T. Diaz De Rivera
Mike Dillon
Char and Keith Donnermeyer
Robert E. Dornbush
Susan and Mike Dorsey
Mark C. Dosker
Melissa and Lee Dutra
Mr. and Mrs. Anthony
F. Earley, Jr.
Lesley Ann Eckstein
Michelle and Mark Edmunds
Robin and Rich Edwards
Karen and Steve Ellis
Stephen M. Ellis
Dana M. and Robert L. Emery
Lisa and Bruce Ericson
Kathy Klein and Scott Fink
Stacy G. Fisher
Doris Fisher
Frannie Fleishshacker
Arthur J. Fletcher
Kerry L. Francis
Karen Fukumura
Cigdem F. Gencer
Susan and Tim Geraghty
Lisa and Douglas
Goldman Fund
John and Marcia Goldman Foundation
Stuart M. Gordon
Phyllis and Dave Graser
Marritje and Jamie Greene
Jacqueline and Bruce Gribens
Michael P. Gubbels
Cynthia and John Gunn
Colleen and Robert Haas
The Halloran Family
Kathleen and Simon Heap
Drew M. Heise
James H. Henry
Robert C. Herr
Allan L. Herzog
John H. Hill
Peggy and Harvey Hinman
Anne E. Hoecker
Sandra and Tom Holland
Sandi and Jeff Hunt
Ann and John Iannuccillo
Jonnie and Rod Jacobs
Sarah and Robert James
Karen Jenkins-Johnson and Kevin Johnson
Karen and Jeff Jones
Kate Hartley and Mike Kass
Adrian T. Kayari
Michelle and Michael Kelly
Karen Kennard and Peter Phaal
Bonnie N. and George L. Kennedy
Ann Kennedy
Samuel H. Kim
George L. Kirkland
Thomas Klingler
Mary and Ted Kloth
The Mary Jo and Dick Kovacevich Family Foundation
Ron Krassensky
David B. Kraybill
Alexia and Ted Kruttschnitt
Steven T. Lang
Mr. and Mrs. Jude P. Laspa
Mr. and Mrs. Stanley D. Lauchner
Susan K. and Roger Lazarus
Jerry Lee
Thomas J. Leibowitz
Cecelia and Avon Leong
Amy Lepard
Richard D. Levy
Catherine Madrid
Carole and Stephen Mahoney
Michael Mankins and Robert Camp
Denise Martini and Jeffrey Sykes
Mr. and Mrs. Bruce Masatsugu
Bradley Matsik
Eric McDonnell
Becky and Mark McKeen
Scot McLean
Kenneth P. McNeely
Christine and Lenny Mendonca
Debbie Menzel
Sonny Menzel
Jean-Claude Mercier
John Merrill and Herbert Shuey
Susan Meyer
Frederick Mielke
Avid Modjtabai
Anna W. Mok and John K. Yau
Alfred D. Moore
Constance B. Moore and Roger D. Greer
Kevin Morrison
Brian E. Mueth
Mindy and Michael Murphy
David C. Navarro
Amanda L. Nelson
Susan and Washburn Oberwager
Angela Nomellini and Kenneth E. Olivier
James C. Olson, Esq.
Joan and David O’Reilly
Monica O’Reilly
Hyun Park
Sue and Phil Parker
Lisa and Travis Pearson
Patricia and Duane Pellervo
Christopher Perry
Barbara and Ronald D. Peyton
Pherwani Family
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Eve Niquette and Charles Pohl
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Matthew S. Raphaelson
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The Roberts Foundation
Candy and Peter Robertson
Toni Rembe and Arthur Rock
Randy Rogers
Matt Rogers
Jim Rollans
Marcie Roosevelt
Susan and
Richard Rosenbloom
Jason E. Russell
Jodie and Jack Russi
Joshua Rutberg
John F. Ryan
Molly and Jason Salzetti
Cynthia and Michael Scanlon
Nancy Smith and John Scheffler
David Schinasi
Moninder and Bernd Schlotter
Dr. Steven A. Schroeder
George M. Schwab
Terry and Dennis Schwakopf
Rebecca A. Sgambati
Gilbert Shen
Michael F. Shippey
Trisha and Adam Siegel
Rowena and Marc Singer
P. and V. Sinha
Joanna and Kenny Smith

Lorraine C. Beal and Paul J. Smith
Gilda J. Catts
Lawrence C. Stanback
Michael Stedman
Diana and Jonathan Stern
Jenny and Dwight Stevenson
Priscilla Stewart-Jones
Matt and Tami Stolte
Carl J. Stoney Jr.
The Strandberg Family
James M. Strother
John G. Stumpf
Kim and Brendan Sugrue
Susan Sutherland and David Mustelier
Robert J. Swanson
Steven Tallman and Yuri Michielsen
Maryett and Bob Thompson

Mr. and Mrs. Charles V. Thornton
Katherine Marie Van Hagan
Robyn and Larry Varellas
Grace and Steven Voorhis
Gail and Bob Walker
Dane B. Wall
Lisa and Richard Walsh
Olivia White
Amy and Kirby Wilcox
John C. Williams
Anne Wilson and Richard G. Cohn
Tamera and William Withington
Anne Marie Noonan and Jeffrey D. Wohl
Frank H. Woo
Leslie and Christopher Yates
Linda and Douglas Zercoe
Women’s Leadership Council

By taking an active stance toward reducing poverty, the Women’s Leadership Council creates opportunities to connect with like-minded women and to support meaningful change in the Bay Area through philanthropy, advocacy and volunteerism. The Women’s Leadership Council’s signature project focuses on women and their economic stability, and in particular the SparkPoint Centers that support economic independence in the Bay Area.

Membership to the Women’s Leadership Council is granted to individuals who contribute at least $1,000 annually to United Way.

Annie Y.S. Chuang       Jenn Kang       Nikole Saulsberry
Beth F. Cobert          Susan K. Kern     Terry Schwakopf
Adele Corvin            Emily Lacroix     Linda Shum
Dana Corvin             Bobbie LaPorte    Jill Silliphant
Teresa Curran           Jennifer Lawson   Kimberly Soto
Gloria Lucas-Davis      Kelsey Martin     Susan A. Sutherland
April Dickerson         Sandra R. McCandless Traci L. Teldeschi
Cassie Doyle            Anupama Menon     Colleen Theriault
Robin Edwards           Elisabeth Merkel  Katherine Theriault
Anna Ewins              Susan Meyer       Christine A. Tomacci
Vanessa George          Constance B. Moore Katherine Marie Van Hagan
Diane L. Gibson         Monique Nejeschleba Carol Villano
Susan Glasgow           Amanda L. Nelson   Loretta Walker
Jane Gleason            Diane Ngo         Jane Whitfield
Kate Comfort Harr       Cara Peck         Daria Willis
Myrna Yvonne Hennessy   Irina Poslavsky    Anne Wilson
Katherine C. Huibonhoa  Sara Razavi       Gwendolyn J. Wong
Sonali Joshi
Emerging Leaders

Emerging Leaders is a network of philanthropic young professionals committed to reducing Bay Area poverty, with a focus on educating and empowering youth.

Membership to Emerging Leaders is granted to individuals who contribute at least $1,000 or more annually, half of which supports United Way’s goal of cutting poverty in half in the Bay Area by 2020.

Marek Adamo  
Paul Adcock  
Kevin Alecca  
Nick Aragon  
Sheila Armbrust  
Marc Axelbaum  
Ian Barker  
David Barnard  
Remco Bartman  
John Beauchamp  
Alexander Bender  
Deborah Bennett  
Steven Bibby  
Stephanie Blazewicz  
Janelle Boltz  
Kristian Bornemann  
Karen Braje  
George Burnett  
Mary Carruth  
Molly Carter  
Andrew Cary  
Cheryl Cavitt  
Mary Clare Cawley  
Andrew Chang  
Annabel Chang  
Alessandra Changus  
Aaron Cheris  
Kenneth Cole  
Ashley Cookerly  
Michael Corey  
Andrew Cotton  
Cynthia Course  
Clifford Covey  
Katerina Crews  
Clifford Croxall  
April Dickerson  
Aaron Dickie  
Andrea Fegley  
Christopher Fisher  
Raymond Fong  
Isaac Funderburg  
Sachin Ganpule  
Thomas Geidt  
Joseph Grasser  
Glen Guymon  
Harold Hagen  
David Hamsher  
Lynley Harris  
Michelle Hasan  
Matthew Hatch  
Lars Hellerslien  
Sean Hennessy  
Marilyn Hope  
Mark Hostetler  
Carrie Jantsch  
Amanda Johnson  
Robert Kellar  
Brian King  
Erin King  
Jeffrey Klingler  
Andrew Kluger  
Ibinabo Krukrubo  
Donelle Kucala  
Bonnie Lau  
Jeffrey Levenstam  
Huimei Li  
Noah Lichtenstein  
James Little  
Eric Long  
David Lyon  
Mary Malmgren  
Ramil Mangoba  
Adan Martinez  
Karl Maurer  
Brian May  
Alex Merino  
David Miller  
Michael Mojabi  
Juli Monahan  
Christopher Moulton  
Joel Muchmore  
Jilber Najem  
Shalini Narayan  
Peter Ng  
Rachelle Obiacoro  
Justin O’Connor  
Henry Olson  
Erin Parsons-Wright  
Joseph Pickett  
Margaret Pillars  
Bryan Plotts  
Daniel Price  
Eugenia Rao
<table>
<thead>
<tr>
<th>Name</th>
<th>Name</th>
<th>Name</th>
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<tbody>
<tr>
<td>David Reidy</td>
<td>Georgia Simons-Massenburg</td>
<td>John Wayland</td>
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<td>Amy Rose</td>
<td>Vivian Song Maritz</td>
<td>Skyler Webster</td>
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<td>Tony Salvador</td>
<td>Kimberly Soto</td>
<td>Peter Weis</td>
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<td>C. Nikole Saulsberry</td>
<td>Sue Stephenson</td>
<td>Kim Wiatrak</td>
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<td>Bret Schuttpelz</td>
<td>Michael Stevens</td>
<td>Edward Williams</td>
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<td>Douglas Scullion</td>
<td>Traci Teldeschi</td>
<td>Joseph Woolley</td>
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<tr>
<td>Ethan Seibert</td>
<td>Scott Turner</td>
<td>Joshua Wykes</td>
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<tr>
<td>Jill Silliphant</td>
<td>Robert Uhlaner</td>
<td>Lionel Yee</td>
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</tbody>
</table>

Every effort has been made to ensure the accuracy of this report. If we have inadvertently made an error or omission, please notify United Way of the Bay Area at 415-808-4334 and accept our sincere apology.
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Anne Wilson
Chief Executive Officer
United Way of the Bay Area

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Employment Law Department
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Regulatory and Capital Markets  
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District Operations  
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President  
Skyline College

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Senior Executive Vice President,  
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Executive Director  
American Canyon Family Resource Center

Robert Thompson  
Vice President & Investment Manager  
Dodge & Cox, Inc.

William Withington  
Vice President/General Manager  
Enterprise Rent-A-Car Company of San Francisco, LLC
# Financial Statement

## Statements of financial position (as of June 2013)

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
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<tbody>
<tr>
<td>Total Assets</td>
<td>25,333,519</td>
<td>22,688,896</td>
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<tr>
<td>Total Liabilities</td>
<td>11,053,476</td>
<td>12,260,305</td>
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<tr>
<td>Total Net Assets</td>
<td>14,280,043</td>
<td>10,428,591</td>
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<tr>
<td><strong>Total Liabilities and Net Assets</strong></td>
<td><strong>25,333,519</strong></td>
<td><strong>22,688,896</strong></td>
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## Statements of activities (as of June 2013)

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
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</thead>
<tbody>
<tr>
<td>Total Amount Raised</td>
<td>30,965,054</td>
<td>29,241,141</td>
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<tr>
<td>Less Donor Designations</td>
<td>(21,894,270)</td>
<td>(18,793,932)</td>
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<tr>
<td>Provision for Uncollectable Pledges</td>
<td>(631,000)</td>
<td>(235,388)</td>
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<tr>
<td>Other Income</td>
<td>9,974,908</td>
<td>4,886,371</td>
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<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>18,414,692</strong></td>
<td><strong>15,098,192</strong></td>
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<tr>
<td>Grants and Programs</td>
<td>11,325,012</td>
<td>9,764,083</td>
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<tr>
<td>Fundraising, Management &amp; General</td>
<td>6,548,860</td>
<td>5,907,070</td>
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<tr>
<td>Non-recurring Expenses</td>
<td>(3,310,632)</td>
<td>4,064,182</td>
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<tr>
<td><strong>Total Grants and Expenses</strong></td>
<td><strong>14,563,240</strong></td>
<td><strong>19,735,335</strong></td>
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<tr>
<td>Change in Net Assets</td>
<td>3,851,452</td>
<td>(4,637,143)</td>
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<tr>
<td><strong>Net Assets – Beginning of Year</strong></td>
<td><strong>10,428,591</strong></td>
<td><strong>15,065,734</strong></td>
</tr>
<tr>
<td><strong>Net Assets – End of Year</strong></td>
<td><strong>14,280,043</strong></td>
<td><strong>10,428,591</strong></td>
</tr>
</tbody>
</table>
GIVE. ADVOCATE. VOLUNTEER.
Let’s cut poverty in half by 2020.