

# ANNUAL REPORT 2023



**REPORT  
TO THE  
COMMUNITY**

July 1, 2022-  
June 30, 2023



# LETTER FROM OUR CEO AND BOARD CHAIR

Dear Friends and Supporters,

We are proud to present United Way Bay Area's annual report for fiscal year 2023, highlighting the strides we've made collectively toward our shared mission of dismantling the root causes of poverty in our communities. As we continue to work towards a Bay Area where everyone can thrive, we reaffirm our commitment to equity, transparency, and accountability in the use of our resources.

The challenges confronting our region over the past year have been profound. Even as some of us are regaining a sense of normalcy in our daily lives, many in our local community have continued to be impacted by the lingering challenges of the pandemic, compounded by the loss of temporary supports that were extended in the immediate wake of COVID-19. In addition to addressing persistent systemic inequities, we have remained committed to ensuring Bay Area families have access to immediate basic needs, like food, housing, and child care.

Despite these challenges, our dedicated team has worked collaboratively across this region, delivering crucial resources from emergency support for families in crisis to financial coaching and resource navigation for those on the path to rebuilding and recovery.

Our heartfelt gratitude extends to all our donors, funders, volunteers, and community partners who have come together to ensure the viability of our shared mission. This extraordinary network has been instrumental in achieving the impactful milestones of this past year, continuing – as it has for over a century – to be our most valuable asset.

As we look to the future, we eagerly anticipate continued collaboration with each of you in making a meaningful difference in partnership with those we serve. Together, we will persist in advancing toward a more equitable Bay Area, where everyone has the opportunities and resources necessary to thrive.

Warm regards,



**Kevin Zwick, CEO**  
United Way Bay Area



**Gioia McCarthy,**  
**Chair of the Board**  
United Way Bay Area  
**Bank of America President,**  
San Francisco East Bay  
**Managing Director,**  
Private Bank Market Executive

## ABOUT UWBA



### WHAT WE DO

UWBA brings together partners from the nonprofit, business, and government sectors to address Bay Area poverty. We partner across these sectors to develop solutions, capture the data we need, and use those insights to support public policy and create research-backed community initiatives.



### OUR VISION

UWBA envisions an equitable Bay Area where all people have the opportunities and resources needed to thrive.



### OUR MISSION

UWBA mobilizes the Bay Area to dismantle the root causes of poverty and build equitable pathways to prosperity. Through initiatives and policy change, we provide immediate and long-term support for employment, housing, financial stability, and meeting basic needs.

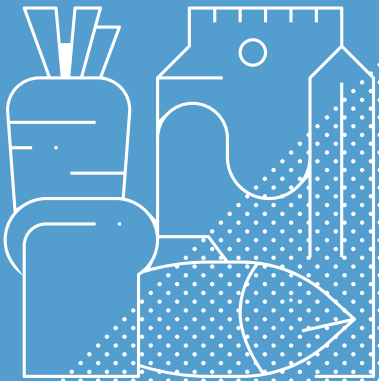
# OUR IMPACT AREAS



01

## Basic Needs

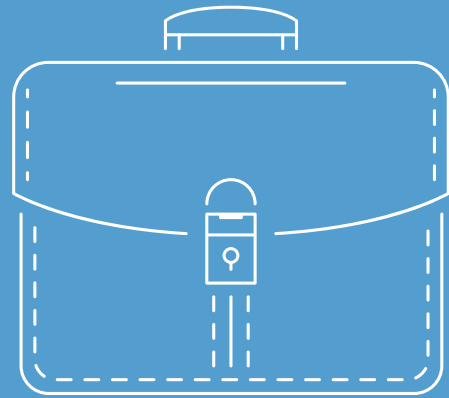
Ensure access to basic needs like food, shelter, and legal services.



02

## Employment & Career Opportunities

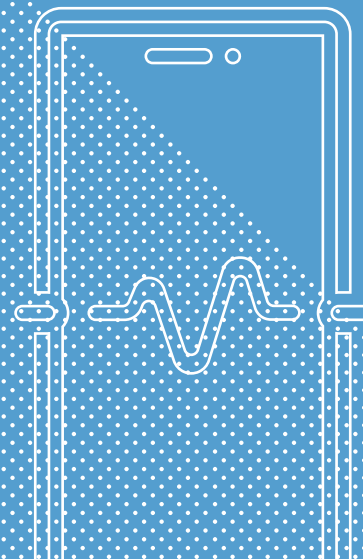
Build systems and pathways to career and employment opportunities.



03

## Financial Stability & Prosperity

Help families increase income and savings on their way to financial stability and prosperity.

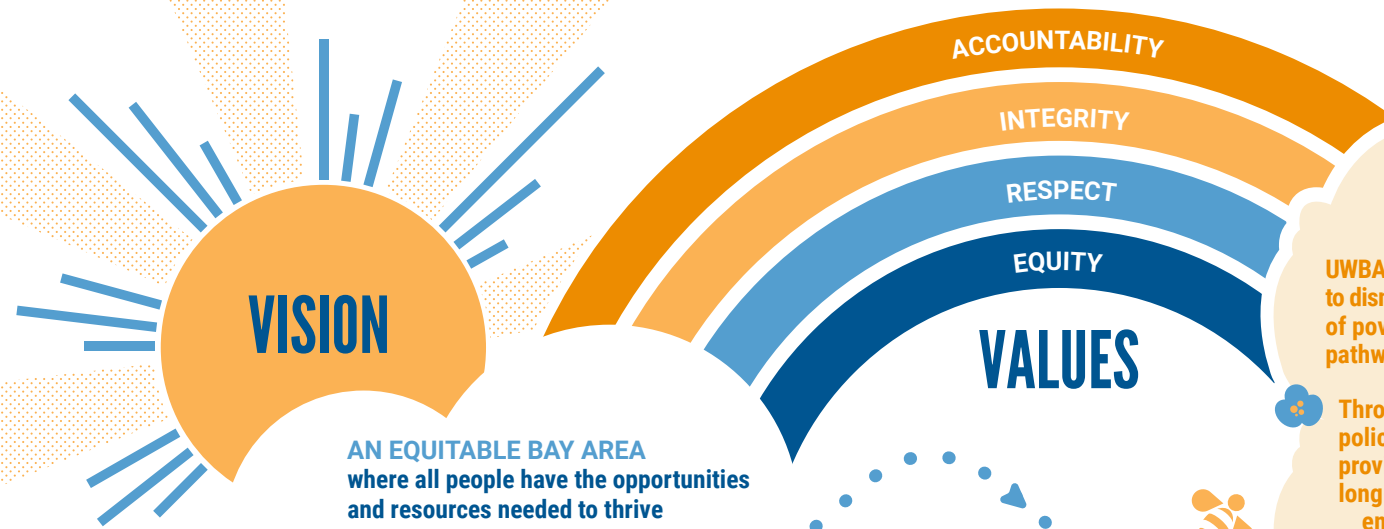


04

## Housing Justice

Improve access to stable, affordable housing and advocate for homelessness prevention.

# THEORY OF CHANGE



## VISION

AN EQUITABLE BAY AREA where all people have the opportunities and resources needed to thrive

## MISSION

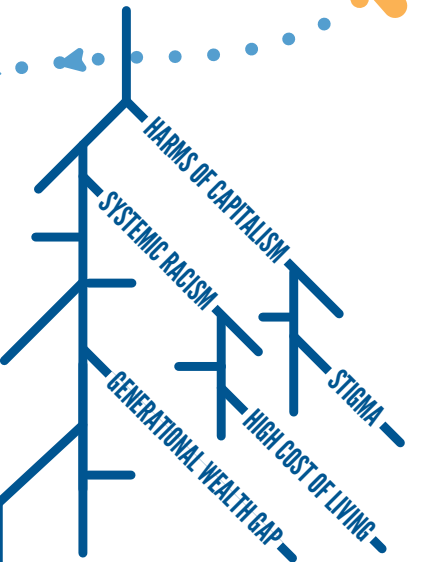
UWBA mobilizes the Bay Area to dismantle the root causes of poverty and build equitable pathways to prosperity.

Through initiatives and policy change, we provide immediate and long-term support for employment, housing, financial stability, and meeting basic needs.



Systems, structures, and policies built on these root causes perpetuate the cycle of poverty. These root causes contribute to inequities in the San Francisco Bay Area, especially for marginalized demographics.

## ROOT CAUSES OF POVERTY



To address these, UWBA focuses on four areas:

- HOUSING JUSTICE
- EMPLOYMENT AND CAREER OPPORTUNITIES
- FINANCIAL STABILITY
- MEETING BASIC NEEDS



ONLY 1 UNIT OF HOUSING WAS BUILT for every 4 jobs, forcing many families to live in overcrowded and unsafe environments, pay unsustainable housing costs or move farther away

NEARLY HALF OF ALL RESIDENTS in the Bay Area have either low or very low incomes

Between 2010 and 2019, median household income increased by \$250,000 (87%) among highest earning households and ONLY \$4,000 (36%) AMONG LOWEST EARNING HOUSEHOLDS

Black and Latinx residents make up 33% of very low-income families but ONLY 12% OF HIGH-INCOME FAMILIES

**DISMANTLE INEQUITABLE POLICIES AND SYSTEMS**  
Advocate for policies to advance equity, transform the narrative on poverty, and lift community experiences for systemic change.

**BUILD EQUITABLE PATHWAYS TO PROSPERITY**  
Co-create data-driven solutions that prevent and mitigate poverty, scale what works across the region, and provide resources and services directly to our community.

**MOBILIZE OUR COMMUNITY**  
Activate our regional network to tackle poverty by engaging volunteers, raising funds to meet local needs, and partnering across sectors and with community agencies to coordinate services.



## STRATEGIES



## OUR STRENGTHS

## OUTCOMES

- PEOPLE ARE FINANCIALLY STABLE AND PROSPEROUS**
  - Income that matches our region's cost of living
  - Increased opportunities to build credit, savings, and wealth
  - Decrease in the racial wealth gap
- PEOPLE HAVE HIGH QUALITY, LIVING WAGE JOBS AND CAREERS**
  - Access to social capital and social networks
  - Opportunities and support to achieve educational and career goals
- PEOPLE'S BASIC NEEDS ARE MET**
  - Access to services such as emergency shelter & food
  - Information and resources needed to navigate the safety net system
  - Increased information and support to access public benefits
- PEOPLE HAVE SAFE, STABLE AND AFFORDABLE HOUSING**
  - Increased affordable housing
  - Decreased evictions and displacement

# DIVERSITY EQUITY & INCLUSION

In the past year, UWBA has made substantial investments in learning and educational opportunities internally to further embed Diversity, Equity and Inclusion (DEI) into the fabric of our organizational culture.

## ORGANIZATIONAL LEARNING

UWBA's DEI Council, comprised both of staff and leadership team members, worked with organizational consultant, LeaderSpring to complete a formalized charter. The charter informed the council's work and provided the framework for the structure and practices of the group. With this work complete, the council developed a solid outreach plan and looks forward to welcoming new members in early FY24.

Expanding on our practice to incorporate a DEI session into UWBA all-staff meetings, we increased our commitment by dedicating 60 minutes (half) of our all-staff meeting time to DEI content on a quarterly basis to allow for more robust conversations about equity.

UWBA also brought together our Advisory Council, Board members and select staff for a full-day DEI retreat in the fall. Facilitated by Center for Excellence in Nonprofits, the retreat featured conversations around the concepts of IDEAL (Inclusion, Diversity, Equity, Access, Liberation). This allowed our team to explore bias and intersectionality, reaffirm our commitment to the DEI Action Plan and its role in UWBA's broader organizational goals, and explore what the Advisory Council can do to help us achieve the DEI goals.

In FY23, we piloted The Journey, a curated collection of monthly resources to support individual, team and community exploration and learning about DEI. Since The Journey's inception, we have shared 90+ resources (films, books, podcasts and online courses) across six thematic areas. Starting in FY24 we will incorporate trainings and staff activities around this content.

59%

of the DEI Action Plan items are implemented or in progress, to date

30%

30% of UWBA staff have completed DEI training via LinkedIn Learning this year

## EQUITY WORK IN PRACTICE

In addition, we are continuing the essential work of incorporating an equity lens into UWBA's work in communities. For example, in our Housing Justice program, UWBA utilized participatory grant-making to elevate the voices and expertise of our ambassadors whose lived experiences were important in our decision-making processes at the program level.

As work progresses on many fronts, the UWBA team is also grappling with the challenge of updating systems and practices that are sometimes not aligned with our commitment to equity goals and ideals. As a result, we are:

- Working to address internal communication challenges during transitions. An essential part of this work is acknowledging the tendency to prioritize urgency and make decisions quickly and mindfully changing to the practice of factoring equity into our decision making so we are more inclusive and collaborative.
- To create a more inclusive and equitable organization, it requires a fundamental shift from a more traditional Human Resources department to a People and Culture team. In the coming fiscal year, we will continue to build out the People and Culture infrastructure to support the ongoing DEI work and the organization's long-term strategic vision.



# SITUATIONAL ANALYSIS

For over 100 years, United Way Bay Area (UWBA) has been committed to building a community where everyone has the opportunity to thrive. We have become a trusted partner in the Bay Area, bringing together our network of volunteers, donors, policy makers, labor, community and corporate partners.

Over our most recent completed fiscal year, July 2022 to June 2023, our region continued its recovery from the fallout of the global pandemic and faced an uphill battle with the rising costs of living. This year also saw many of the pandemic-era government support programs come to an end, including rental relief, the eviction moratorium, expanded college student access to CalFresh, and the increase in pay for essential workers. In 2022, we also saw cost of living rates jump to their highest level since 1981, almost doubling that of 2021. As a result, many people in our eight-county region are grappling with poverty.

## RISING POVERTY LEVELS

In fact, one of the most impactful anti-poverty programs in the country ended in 2022 – the expanded Child Tax Credit. As a result, (according to the U.S. Census Bureau's report on poverty released in September 2023) the national "poverty rate for children more than doubled from a historic low of 5.2 percent in 2021 to 12.4 percent in 2022, erasing all of the record gains made against child poverty over the previous two years."

## REAL COST MEASURE

According to the United Ways of California's most recent Real Cost Measure Report, a family of four in the Bay Area (two adults, one preschooler, one school-aged child) needs \$122,663 to pay for the basic necessities such as food, housing, transportation, health care, and child care. We know that nearly one in every four households (or 588,968 households) in the SF Bay Area have a household income that falls below that Real Cost Measure.

## COMMUNITY AT RISK

We also know that economic conditions are worsening for older adults in the Bay Area, California, and across the country. The Elder Index clearly indicates that the Bay Area's cost of living far exceeds the national average and what most older adults, especially renters, single households, and those with poor health, will be able to afford without additional resources.

## HOUSING CRISIS

Housing affordability and stability is an ongoing challenge for many of our Bay Area neighbors. Specifically, eviction rates are exceeding pre-pandemic levels, leaving thousands of households with few options – including couch-surfing, moving outside the Bay Area, or becoming homeless. A recent report by the Bay Area News Group from February 2023 makes it clear that evictions are increasing where pandemic protections have lapsed and there are unignorable disparities in resources such as rental assistance and legal representation across the Bay Area. According to the report, eviction filings soared 43% above pre-pandemic levels in Contra Costa, Santa Clara, and San Mateo counties combined. During the same time, San Francisco County experienced an eviction rate similar to rates seen before the COVID -19 pandemic, and Alameda County was able to keep eviction rates at a historical low due to the eviction moratoria that was in effect until April of 2023.

**What we see from this data is that the systems we have in place are not working for everyone in our community. This is a result of long-standing inequitable policies and practices that have separated marginalized communities from the opportunities and resources needed to thrive.**

**At United Way Bay Area, we recognize that we need to tackle these community challenges from all fronts and in partnership with our network, including you. From helping people to meet their basic needs, access career and employment opportunities, providing tools to be financially stable, and advancing housing justice – we are stepping up to these challenges in both the immediate and long-term systems change work. Together, we can step up and work toward dismantling the root causes of poverty and building a more equitable Bay Area where everyone has the opportunity to thrive.**

## DEMOGRAPHICS OF POPULATION SERVED

**Among the clients we served for whom we have demographic information:**

**87%**

of households served had an annual income of less than \$74,999

**70%**

of households served had an annual income of less than \$50,000

**21%**

of people served spoke a primary language other than English

**64%**

of individuals served identified as female

*\*\* UWBA only collects demographic information from community members when appropriate and where it would not pose a burden to accessing services. Thus, UWBA only collected demographic data for approximately 10%-20% of the population served and the results shown here may not be representative of all persons served by UWBA.*

# STRATEGIC PLAN

## MOBILIZE>>DISMANTLE>>BUILD

At the close of fiscal year 2023, we find ourselves at the halfway point of UWBA's ambitious, three-year Strategic Plan. This plan, grounded in diversity, equity and inclusion (DEI) principles and actions, and focused on serving one million people in our Bay Area communities, aims to meet the basic needs of our communities, helping them to achieve financial stability and create personal pathways to prosperity.

The UWBA Strategic Plan has been an essential tool to inform our work at the individual, department and organizational level. Our team used the plan to envision and set goals, measure progress and evaluate our effectiveness. This year we leveraged the power of partnerships across our region, by deploying a variety of impactful strategies and events in response to urgent community needs.



## 2022-2025 UWBA STRATEGIC PLAN PILLARS

## INITIATIVES

In service of our Community Impact pillar of work, UWBA celebrated the launch of City College of San Francisco SparkPoint and completed our second year of Housing Justice grants – including \$250,000 awarded through a participatory grant-making process by UWBA Ambassadors with lived experience. Record-breaking funds were distributed through the Emergency Food and Shelter Program this year, and 211 provided critical emergency response to unprecedented winter storms.

To support our Regional Impact pillar of work, UWBA welcomed communities back into physical spaces after an extended hiatus due to the pandemic. Creating opportunities to learn and rebuild connections, UWBA hosted three community partner convenings on basic income, funding disparities, and affordable housing, and five town hall events across our eight Bay Area counties.

UWBA welcomed new colleagues with the expansion of our Public Policy Team (with North Bay, Silicon Valley, and East Bay managers) also hiring a new Housing Justice Director and VP of Equity and Strategy, to support our DEI Action Plan and Strategic Planning efforts.

In alignment with our Financial Growth and Sustainability pillar, our Marketing and Development teams have developed strategies across our region to increase UWBA visibility, building relationships to identify new donors and securing funds to ensure our ability to reach our ambitious goals, including a \$3 million partnership with Albertson's and a multi-year grant to develop the business plan to replicate the dynamic SparkPoint model nationwide.

We are excited to continue this important work in FY24 and invite you to learn more about our efforts by visiting [uwba.org/who-we-are/strategy](https://uwba.org/who-we-are/strategy)

# AMBASSADORS

The UWBA Ambassadors Council is an advisory body that centers community voices throughout our programs and initiatives. Ambassadors decide which organizations receive funding, provide input on program design, and share their stories. Because they have participated in one or more of UWBA's programs as clients, staff, or volunteers, they have valuable perspectives and expertise in the Bay Area's most pressing challenges. Their voices ensure the lived experiences of the communities we serve remain at the heart of what we do.

This year, UWBA Ambassadors awarded \$250,000 in grants to nine organizations to advance housing justice efforts and support student services. In addition, UWBA Ambassadors participated in external events, including our Regional Town Hall meetings, public convenings, and United Ways of California Capital Day. They have led panel discussions and advocated for initiatives like Basic Income pilot programs, using their lived experiences to continually inform program planning across the Bay Area.

# 34

**UWBA Community Ambassadors participated in advocacy and outreach events while providing input on programs and grantmaking**

**“AS AN AMBASSADOR I AM ABLE TO EXPLORE NEW GIFTS AND HIDDEN TALENTS AND, AT THE SAME TIME, OPEN A DOOR FOR VARIOUS MEMBERS WITHIN MY COMMUNITY TO RECEIVE ASSISTANCE THROUGH THE PROGRAMS THAT UNITED WAY BAY AREA OFFERS. THE EPITOME OF LEADING BY EXAMPLE!”**

**- Apollonia (Apple) Williams**



# MOBILIZING A REGION

## TOWN HALLS

To meet the regions we serve where they are at, UWBA Town Halls were hosted in the communities we serve. These events were prime opportunities to explore our evolution, as well as hear directly from the local community about the issues and solutions that matter most to them – all with a focus on embodying the diversity, equity and inclusion (DEI) principles that are the foundation of our strategic plan. The Town Halls, hosted by individuals in our volunteer leadership positions, served as a platform for locally elected officials and individuals with lived experience to share how we all work together to address the needs of our communities.

## PARTNER CONVENINGS

To further support our mission of building a more equitable Bay Area, we hosted a series of thought leadership events across our region, aimed at having open dialogues about emerging strategies to disrupt the cycle of poverty. The United for Equity Community Partner Convenings focused on specific strategies for advancing communities, including shared conversations on affordable housing, guaranteed income, and findings from a funding disparities study. The gathering brought together elected officials, community leaders and UWBA Ambassadors providing a platform for guest panelists to share their lived experiences, valuable insights and proposed solutions to addressing the inequities that effect poverty.

**As an organization that supports eight counties in the Bay Area, our work supports the different needs of various communities across the region. Part of our ability to serve such a range of individuals is including the voices that want and need to be heard in the conversation and adapting to the community's ever-changing needs. To really listen to the conversation, we hosted a series of Town Halls and Partner Convenings in FY23.**



# IMPACT OVERVIEW

## FY23 HIGHLIGHTS

- **766,254** individuals served across the Bay Area
- **3,352** community members engaged in volunteering with UWBA
- **7.9M+** pounds of food served
- **106,722** referrals to basic needs and community resources
- **\$45M+** in tax refunds filed for community members
- **\$5.13M** in grant funding provided to nonprofit partners
- **136** engagements advocating systems change
- **\$4.1M+** in direct cash assistance for 4,763 households
- **479** job placements, including 223 youth placed in jobs

## SERVING COMMUNITIES MOST IMPACTED

**UWBA aims to increase the number of people served in communities who face systemic barriers and bear a disproportionately higher burden of poverty:**

- Across our programs, approximately 84% of people served were from **Black, Indigenous, and Peoples of Color (BIPOC)** communities
- 21% of 211 callers **spoke a primary language other than English**
- Youth Opportunity Pathways program connected 1,053 **youth** to career resources, among whom 100 were placed in internships
- Emergency Food and Shelter Program (EFSP) supported shelters that served 11,495 **persons experiencing homelessness**
- Emergency Assistance Network (EAN) helped 3,159 **renters** pay their rent and utility bills in Santa Clara County
- Labor Community Services helped 1,225 **immigrants and refugees** connect to legal services
- SparkPoint provided free financial coaching for 2,679 **community college students** and 149 **formerly incarcerated individuals**
- Labor provided services including food distribution for 12,677 **older adults**
- Free Tax Help program helped 700 **veterans** and 2,115 **individuals living with disabilities** file their tax returns

# PROGRAMS & INITIATIVES

# FIGHT POVERTY



# FREE TAX HELP

The UWBA Free Tax Help program has led local Volunteer Income Tax Assistance (VITA) sites in the Bay Area since 2003 offering free tax filing services for those who qualify.

Free Tax Help benefits low-income households, including Earned Income Tax Credit (EITC) eligible families, offering life-changing tax credits. The EITC and Child Tax Credit (CTC) are proven poverty-fighting tools that can improve outcomes in areas such as health, education, future earnings, and retirement benefits. This year, the California Young Child Tax Credit (YCTC) was extended to eligible families with young children, further aiding those in need.

**“EIGHT YEARS AGO, I MADE BAD CHOICES. I WAS SO DESPERATE. I HAD BACK TAXES AND I HAD TO PAY OUTSIDE \$250 TO FIX THE WHOLE THING. BUT NOW [THEY] ARE WILLING TO DO IT FOR FREE, SO TO ME IT’S LIKE A BLESSING. I WANT TO LET OTHER PEOPLE KNOW THERE’S A WAY OUT!”**

- Sui, Free Tax Help client/SparkPoint Ambassador



## FY23 UPDATE

With support from the AARP Foundation, we aided VITA sites serving a significant number of older adults, especially in the North Bay. Typically, our coalition serves over 3,500 older adults annually, who are increasingly affected by the high cost of living in the Bay Area. It's crucial for older adults to file their tax returns and claim the tax credits they're entitled to.

**31,924**

tax returns filed

**\$45M+**

in total refunds

**\$17M+**

in Earned Income Tax Credits and Child Tax Credits claimed

**\$8M+**

in estimated tax preparation fees saved

**1,383**

volunteers, 55 partner agencies across 90 locations mobilized

# SPARKPOINT

SparkPoint centers help low-income families achieve financial stability through services that address basic needs, income growth, credit building, savings, and debt reduction. They offer one-on-one financial coaching both in-person and virtually at no cost to clients.

By providing resources to meet basic needs, the program empowers individuals to focus on their financial goals. SparkPoint works with clients through 23 Bay Area locations, including a new center opened this year at City College of San Francisco that serves 60,000 students annually. Recent research, funded by the ECMC Foundation and conducted by Public Profit, found a 67% higher likelihood of student persistence, graduation, or successful transfer for those who engaged in at least two financial coaching sessions in 2019-20, even during the pandemic.



**“NOT ONLY DID THEY GIVE ME FREE FOOD WEEKLY, THE FINANCIAL PART [AND] ME BEING ABLE TO UNDERSTAND HELPED ME A LOT. I WANTED TO SPREAD THE WORD, TO LET PEOPLE KNOW THAT YOU DON’T HAVE TO BE AFRAID. YOU DON’T HAVE TO BE HOPELESS, KNOWING THAT YOU HAVE SO MANY DIFFERENT PROBLEMS, THERE IS SOMEONE THAT CAN HELP YOU BETTER YOUR SITUATION.”**

- Rachel, SparkPoint Client / Ambassador



## FY23 UPDATE

SparkPoint introduced specialized financial coaching for individuals with disabilities through a pilot project with the National Disability Institute. They also conducted training sessions focusing on Family Centered Coaching, designed to assist financial coaches who are working with families to set goals, establish accountability systems, and build executive skills.

**22,070**

individuals served

**2,846**

financial coaching clients

**1,143**

individuals enrolled in public benefits

**65%**

of SparkPoint clients made progress on their financial goals

**638**

individuals got out of a financial crisis after participating in SparkPoint

# YOUTH OPPORTUNITY PATHWAYS

Youth Opportunity Pathways partners with nonprofit agencies and schools in the Bay Area to connect youth and young adults to career exploration and readiness opportunities.

Through our career exploration events, hiring events and internships, and various workshops, young people are exposed to sustainable career paths and connected with local professionals from our corporate partners.

The inability to access education and job experience early in life can have long-lasting impacts including lower earnings, higher public expenditures, lower tax revenues, and lost human potential. By connecting young people to the workforce, it increases the likelihood they will be employed and earn family-sustaining wages later in life.

**“I’M SUPER GRATEFUL FOR THIS WORKSHOP! I USED [THESE] ESSAYS TO APPLY FOR SCHOLARSHIPS. AND THROUGH SCHOLARSHIPS, I HAVE ENOUGH MONEY TO COVER MY ENTIRE FIRST YEAR AT CAL POLY, WHICH IS AWESOME!”**

- Sophia, YOP Program Participant



## Youth Opportunity Pathways

### FY23 UPDATE

This year, we hosted the annual On Track event, which helped 107 youth discover educational and career pathways to which they may not have otherwise been exposed. The event connected youth to adult mentors with similar lived experiences and featured hands-on exhibits and career coaching. Students engaged with corporate partners and volunteers, gaining valuable insights, expanding their networks, and discovering new possibilities for their careers. By directly hearing from industry leaders, these participants gained a deeper understanding of the qualities and competencies required to thrive in their chosen fields. In addition, we hosted our first College Essay Review event, which supported 35 youth in their college application journey.

**1,200+**

youth served

**190**

youth attended events

**223**

youth placed in jobs or internships

**354**

youth obtained certificate or credentials

# 211

211 is a free and confidential helpline available in more than 150 languages that can be accessed through a call, text, or online. It connects people in need with local specialists who match them with health and human service agencies.

During crises like winter storms, wildfires, and pandemics, 211 delivers timely information about evacuation areas, shelters, local assistance centers, and public safety. It relieves the burden on 911 by offloading calls and providing critical information to the public. 211's importance lies in its trained specialists who not only address immediate problems but also identify root causes and connect clients with appropriate resources for long-term solutions. They offer comfort, hope, and real solutions, making it more than just a call patch-through service.

**"[211] WAS VERY HELPFUL! THEY WENT THROUGH ALL THE SCENARIOS. THEY TROUBLESHOOTED WITH ME LITERALLY STEP BY STEP. IT WAS ON THE WEEKEND, SO NO [PG&E] SERVICE HOURS. THEY WERE ABLE TO GIVE ME THE CUSTOMER SERVICE NUMBER TO ACTUALLY REACH SOMEONE AT THAT TIME."**

- Jamilla, 211 Caller



## FY23 UPDATE

211 addressed various needs critical over the past year, with housing and food being the primary concerns, making up 49% (19,617) and 17% (6,712) of cases, respectively. 211 also played a critical role in disaster response to this year's winter storms. In early January 2023, the County of San Mateo and Thrive RISE partnered with 211 to address community needs. Between January and March 2023, 211 responded to 1,197 disaster calls, mainly for power outages, sandbag distribution, Disability Disaster Access & Resources center referrals, and food assistance.

**45,969**

calls and texts

**19,010**

calls and texts related to housing or emergency shelter

**6,552**

calls and texts related to food and meals

**104,282**

referrals to health and human services



# EMERGENCY ASSISTANCE NETWORK (EAN)

Founded by UWBA more than three decades ago, the Emergency Assistance Network (EAN) is a collaboration with seven local Santa Clara partner agencies, which provides vital safety net services to prevent first-time homelessness and offers assistance to families and individuals experiencing emergency situations.

This collaborative provides food assistance, rent and mortgage aid, utility assistance, medical and transportation aid, often alongside case management and financial education. The seven member agencies that make up the Network include Community Services Agency, LifeMoves, Sacred Heart Community Service, St. Joseph's Family Center, Sunnyvale Community Services, The Salvation Army, and West Valley Community Services.

Low-income households tend to be severely rent-burdened and are often just one unexpected expense away from losing their home. In times of crisis, a family's ability to access financial support, food, tenants' rights counseling, legal services, and other household resources are all key to preventing homelessness.

**"IT IS A PROFOUND HONOR FOR US TO SUPPORT [THE COMMUNITY], AND WE ARE COMMITTED TO PROVIDING ONGOING ASSISTANCE AS THEY NAVIGATE THE COMPLEXITIES OF THEIR CIRCUMSTANCES."**

- Sacred Heart Community Service, EAN Partner

## FY23 UPDATE

The loss of CalFresh Covid-funded benefits and tech layoffs have contributed to increased demand for basic needs support. The EAN has seen increased demand for food pantry services, approaching levels seen in 2020 during the pandemic. Requests for groceries have been steadily increasing since the summer of 2022, in tandem with significant inflation in food costs.

**\$231,517**

distributed in direct cash assistance to community members

**7,832**

individuals helped with rent and utilities through EAN

**84,547**

individuals helped at EAN food pantries, serving over 8.7 million meals



# EMERGENCY FOOD AND SHELTER PROGRAM (EFSP)

UWBA manages FEMA funding for the Emergency Food and Shelter Program (EFSP) in the Bay Area, ensuring accessibility for various community organizations.

Local boards, comprised of community representatives, set priorities, review applications, and ensure grant compliance. UWBA offers training and technical support for EFSP funding seekers.

EFSP funds local food and shelter programs, including food banks and services like emergency shelters and rental assistance. Local nonprofits play a vital role, but federal funding access can be challenging. With UWBA's administration, EFSP has become user-friendly and accessible to community and grassroots agencies.

**"IT'S SO HARD RIGHT NOW SINCE EVERYTHING IS SO EXPENSIVE. BUT THANK GOD FOR THIS PANTRY AND FOR THE VOLUNTEERS HERE GIVING OUT GROCERIES. THE FOOD THEY GIVE OUT HERE HELPS ME OUT SO MUCH, AND IT'S SO HEALTHY. MY KIDS, THEY EAT EVERYTHING. ESPECIALLY THE FRUIT AND VEGETABLES, THAT'S WHAT WE EAT EVERY DAY."**

- Martina, EFSP Client



## FY23 UPDATE

Since the summer of 2022, demand for food has been steadily increasing and food pantries and meal programs are struggling to manage both the increased demand and rising cost for food. The needs for rental assistance also remains high with COVID-era government support decreasing.

**\$11.4M**

allocated in grants

**\$1.9M**

distributed in direct cash for rent and utilities

**191,167**

shelter bed nights

**6.1M+**

meals provided

**645,426**

individuals assisted with food, emergency shelter or rental assistance



# LABOR

The Labor Community Services program supports union workers and their families in San Francisco, San Mateo, and Contra Costa Counties through various services. Their goal is to ensure equitable access for working families to education, affordable housing, fair wages, safe workplaces, citizenship paths, and quality health care.

Systemic barriers in the SF Bay Area include unequal access to education and training, hiring and promotion discrimination, workplace harassment, income inequality, wage gaps, benefits disparities, and health and safety risks. Labor unions have historically addressed these issues, and United Way Bay Area collaborates with local labor union councils to promote equity and inclusion, supporting financial security pathways for all through information and referral services, workforce training, community organizing, immigration legal support, civic engagement opportunities, and advocacy for economic justice and workers' rights.

**“THE REASON I VOLUNTEER IS I CAN SEE WHERE THE NEED FOR HELP IS. IT MAKES ME FEEL GOOD TO COME OUT AND HELP THOSE THAT ARE IN NEED. IT’S BEEN NICE TO SEE THE LINE GET SHORTER AND SHORTER... BUT THE NEED IS STILL THERE. AS LONG AS THE NEED IS THERE, I SHALL CONTINUE TO COME OUT AND PROVIDE THE SERVICE.”**

- Eric, Volunteer/ Local Lodge 1781



## FY23 UPDATE

The program aided striking workers, advocated for organizing efforts and worker protections, expanded citizenship services, increased hardship funds, helped women enter construction jobs, addressed wage theft for 250 low-income workers, and distributed 353,000 pounds of food.

**2,700**

individuals were reached through Labor outreach and education

**\$75,500**

was given to support 139 union families experiencing hardship

**26,391**

individuals were provided with food pantry meals

**62**

Trades Introduction Program graduates

**325**

immigrant families received immigration legal services

# HOUSING JUSTICE

In the quest for housing stability and affordability, UWBA places equity at the forefront to address historical disparities that contribute to the Bay Area's racial wealth gap.

This is achieved through advocacy for policies that enhance affordable housing supply, improve access, and mitigate displacement. Additionally, we promote community solutions, raise public awareness, and change the narrative on housing issues.

The significance of Housing Justice is underscored by persistent housing instability in the Bay Area. A considerable proportion of households, particularly from specific racial groups, spend more than 30% of their income on housing. Housing remains a pressing issue, with the Bay Area having the third-largest population of people experiencing homelessness in the nation.

**“WE HAD TO ASK PEOPLE TO HELP US WITH THAT, SO THAT WE COULD HAVE MEDICAL TREATMENT AND TO PURCHASE MEDICINE. SO, WITHOUT THE UNITED WAY [BAY AREA’S] HELP, WE WOULD BASICALLY BE HOMELESS. IT WAS A REALLY HARD TIME, AND THEY JUST CAME OUT OF NOWHERE LIKE AN ANGEL. SO, I’M JUST THANKFUL, REALLY THANKFUL FOR THAT.”**

- Elisabeth, Client

## FY23 UPDATE

Housing Justice allocated \$880,000 in grants for initiatives across the Bay Area. Of this sum, \$250,000 was distributed through our Community Ambassador grant program, where Ambassadors had a say in selecting organizations and projects to fund. These grants supported various

strategies to tackle affordable housing challenges, including rental assistance, eviction prevention, policy advocacy, family shelter development, first-time homebuyer programs, initiatives to enhance Black wealth, emerging developers training, and shared housing programs.

**\$880,000**

granted to housing justice partners

**1,814**

households received housing services

**5**

affordable housing policies advocated for and passed

**68**

new affordable housing units supported by housing justice grants



# PUBLIC POLICY & ADVOCACY

**UWBA's commitment to community well-being extends to advocacy, where we work with our philanthropic, volunteer, and community impact initiatives to address the root causes and key drivers of poverty. Our advocacy efforts are channeled into five primary areas: housing justice, safety net services, economic success, workforce development, and community support.**

The importance of Public Policy & Advocacy lies in its tangible impact. In the past year, our endeavors included engaging with local, state, and federal legislators, informing them about our priority issues, and championing equitable policies to advance opportunities for our community.

We also collaborated with community partners to develop and advocate for policies benefitting working families, promoted civic participation and awareness, and offered support through public testimony and endorsements for six state bills and two federal bills.



## FY23 UPDATE

The passage of the 211 Infrastructure Act in the California Senate, with bipartisan support for allocating state funding to bolster the essential operations of the 211 resource line.

**SB 318** establishes a statewide health and human services navigation network, fortifying disaster readiness, response, and recovery systems, and improving access to vital services for vulnerable populations.

The bill also received unanimous bipartisan backing in the State Senate, emphasizing the broad support for this critical legislation.

### Continuing Legislative Priorities:

**AB 1128:** Expand Young Child Tax Credit eligibility. This bill will be reintroduced next legislative session.

**AB 1498:** Increase the CalEITC minimum credit to \$300. This proposal may be placed in the State's FY 25 Appropriations Bill.

**SB 555:** Require the HCD to complete a California Social Housing Study with recommendations for creating affordable social housing for those with extremely low, very low, and moderate incomes.

**SB 352:** Create a statewide Living Wage Formula to showcase true cost of living in the state. The bill will be re-introduced next legislative session.

**SB 567:** Expand on tenant protections codified in the Tenant Protection Act of 2019 for no-fault causes and create enforcement mechanisms for owners who violate the law.

# COMMUNITY PARTNERS

Abode Services  
 Acorn Computer Learning Center  
 Acts Full Gospel  
 Adopt A Family of Marin Offsite  
 Aging Action Initiative  
 Alameda County Community Food Bank  
 Alameda County Social Services Agency  
 Alameda County Workforce Development Board  
 Alameda Food Bank  
 Allen Temple Baptist Church  
 Amigos de Guadalupe  
 Arriba Juntos  
 Asian Americans for Community Involvement  
 Asian Pacific American Community Center  
 Asian Pacific Islander Legal Outreach  
 ASIAN, Inc.  
 Associated Students of the University of California  
 Bay Area Legal Aid  
 Bayview Hunters Point YMCA  
 Benicia Community Action Council  
 Berkeley Food and Housing  
 Berkeley Food Pantry  
 Beta Alpha Psi - Beta Chi Chapter  
 Bill Wilson Center  
 Board of Trustees of The Glide Foundation  
 Boys and Girls Club of Silicon Valley  
 Brighter Beginnings  
 Building Futures  
 Building Futures with Women and Children  
 Building Opportunities for Self-Sufficiency  
 Building Skills Partnership  
 Cal State East Bay  
 CALL Primrose  
 CalWORKs Social Service Agency  
 Canal Alliance  
 Carry the Vision  
 Catholic Charities of Santa Clara County  
 Catholic Charities of the Diocese of Santa Rosa  
 Catholic Charities of the East Bay  
 Catholic Charities San Francisco, Marin, and San Mateo Counties  
 Center for Human Development  
 Central City Hospitality House  
 Central Labor Council Contra Costa County  
 Children's Council Of San Francisco  
 Children's Network of Solano County  
 Chinese Newcomers Service Center  
 Chinese Progressive Association  
 City College of San Francisco  
 City College of San Francisco ESL  
 City of Fremont Human Services  
 City of Oakland  
 CityServe of the Tri-Valley

Coastside Hope  
 CocoKids - Fiscal Sponsor for Healthy & Active Before 5  
 Code for America  
 College of Marin  
 Community Action Marin  
 Community Action North Bay  
 Community Action of Napa Valley (inc Food Bank Napa)  
 Community Agency for Resources, Advocacy and Services  
 Community Child Care Council of Alameda County  
 Community Forward SF  
 Community Housing Development Corporation  
 Community Overcoming Relationship Abuse  
 Community Services Agency of Mountain View, Los Altos, and Los Altos Hills  
 Community Solutions for Children, Families, and Individuals  
 Compass Family Services  
 Contra Costa College  
 Contra Costa County Health Services Department  
 Contra Costa County Health Services Senior Nutrition Meals on Wheels  
 Contra Costa Crisis Center  
 Contra Costa Health Services Advisory  
 Contra Costa Small Business Development Center  
 Cooperative Center Federal Credit Union  
 Council of Community Housing Organizations  
 County of Marin Department of Health and Human Services Offsite  
 County of San Mateo Department of Housing  
 Covenant House  
 Covenant House California  
 Davis Street Community Services  
 De Anza Community College  
 Diablo Valley College  
 Dixon Family Services  
 Dolores Street Community Services  
 Dorothy Day House  
 Dreamcatchers Empowerment Network  
 East Bay Alliance for a Sustainable Economy  
 East Bay Asian Local Development Corporation  
 East Bay Housing Organizations  
 East Bay Sanctuary Covenant  
 East Oakland Community Project  
 Eden I&R, Inc.  
 Employment & Human Services Department of Contra Costa County  
 Enterprise Community Partners  
 Episcopal Community Services of San Francisco  
 Evergreen Valley College  
 Fair Oaks Community Center  
 Fairfield Suisun Unified School District  
 Family Supportive Housing  
 Fighting Back Partnership  
 Financial Capability Investment  
 First Place for Youth  
 First Presbyterian (South Hayward Parish)  
 Food Bank of Contra Costa and Solano

Fraternite Notre Dame  
 Fremont Adult and Continuing Education Project Sentinel, Inc.  
 Fremont Fair Housing and Landlord/Tenant Services  
 Fremont Family Resource Center  
 Fremont Main Library  
 Front Door Communities  
 Golden State Opportunity  
 Grace Solutions  
 Greater Richmond Interfaith Program  
 Habitat for Humanity East Bay/Silicon Valley  
 Hayward Area Recreation and Park District  
 Health Leads  
 Health Trust  
 Healthy Start FRC & Fairfield Community VITA  
 Hillview Branch Library  
 HIP Housing  
 HomeFirst Services of Santa Clara County  
 Homeward Bound of Marin  
 Hope 4 the Heart  
 Hope Solutions  
 Hope's Corner  
 Housing Authority of the County of Contra Costa Advisory  
 Housing Leadership Council of San Mateo County  
 Human Services Agency of SF  
 Immigration Institute of the Bay Area  
 Interface Children and Family Services  
 Jewish Family and Children's Services  
 Jewish Family Services of Silicon Valley  
 Jubilee Immigration Advocates  
 Korean American Community Services  
 La Casa de las Madres  
 La Familia  
 La Raza Community Resource Center  
 Laney College  
 Lao Family Community Development, Inc.  
 LEAP-City of Richmond  
 Life OnTrak  
 LifeMoves  
 Loaves and Fishes Family Kitchen  
 Lutheran Social Services of Northern California  
 Maitri  
 Mama D 2nd Chance  
 Marin Housing Development Corporation  
 Marin Small Business Development Center  
 Martha's Kitchen  
 Meals on Wheels San Francisco  
 Meals on Wheels Solano County  
 Mercy Brown Bag Program  
 Mid-Peninsula Boys and Girls Club  
 MidPen Housing  
 Mission Asset Fund  
 Mission Economic Development Agency  
 Mom's Against Poverty  
 Monument Crisis Center  
 Monument Impact  
 Most Holy Trinity Catholic Church  
 Mountain View Public Library  
 Napa Emergency Women's Services  
 Napa Valley Unified School District

Native American Health Center  
 Next Door Solutions to Domestic Violence  
 No Time to Waste  
 Non-Profit Housing Association of Northern California  
 Northeast Community Federal Credit Union  
 Oakland Catholic Worker  
 Oakland Community Land Trust  
 On The Move  
 One Treasure Island  
 Open Heart Kitchen  
 Operation Dignity, Inc.  
 Opportunity Junction  
 Pacific Community Services  
 Pacifica Resource Center  
 PARS Equality Center  
 Patelco Credit Union  
 Peninsula Volunteers, Inc. (Meals on Wheels program)  
 Pivotal Connections  
 Pride at Work  
 Project Sentinel  
 Puente de la Costa Sur  
 Puertas Abiertas  
 Raphael House of San Francisco  
 Renaissance Entrepreneurship Center  
 Richmond Community Foundation  
 Richmond Neighborhood Housing Services, Inc  
 Ritter Center  
 River of Life Family Church  
 River of Life Foundation  
 Rubicon Programs  
 Ruby's Place  
 RYSE Center  
 Sacred Heart Community Service  
 Safe Alternatives to Violent Environments  
 The Salvation Army  
 The Salvation Army Hayward Corps  
 The Salvation Army Oakland  
 The Salvation Army of Silicon Valley  
 The Salvation Army Tri-Cities Corps  
 Samaritan House  
 San Antonio Community Development Corporation  
 San Francisco CASA  
 San Francisco Community Empowerment Center  
 San Francisco County Office of Financial Empowerment  
 San Francisco Labor Council  
 San Francisco State University  
 San Francisco-Marin Food Bank  
 San Francisco Public Library  
 San Jose City College  
 San Jose Conservation Corps + Charter School  
 San Jose Evergreen Community College District Foundation  
 San Mateo County Central Labor Council  
 San Mateo County Community College District (Cañada College)  
 San Mateo County Community College District (College of San Mateo)  
 San Mateo County Community College District (Skyline College)  
 San Mateo County Union Community Alliance  
 Santa Maria Urban Ministry  
 Second Chance

Second Harvest of Silicon Valley (Food Bank)  
 Self-Help Credit Union  
 Self-Help for the Elderly  
 Sequoia Adult School Adult School Education  
 Serenity House  
 Shelter Inc.  
 Silicon Valley at Home  
 Silicon Valley Independent Living Center  
 Social Good Fund, Inc. (Safe Return Project)  
 Society of St. Vincent de Paul of Santa Clara County  
 Solano Advocates for Victims of Violence  
 SOMOS Mayfair  
 Sourcewise  
 South County Compassion Center  
 Sparrow Project  
 St. Anthony Padua Dining Room  
 St. Francis Living Room  
 St. Joseph Church  
 St. Joseph's Family Center  
 St. Mary's Center  
 St. Stephen's Resource Center  
 St. Vincent de Paul Alameda County  
 St. Vincent de Paul Society Marin County  
 St. Vincent de Paul of Contra Costa County  
 Society of St. Vincent de Paul of San Mateo County  
 St. Vincent de Paul Society of San Francisco  
 STAND! For Families Free of Violence  
 StarVista  
 Sunnyvale Community Services  
 Support Life Foundation  
 Swords to Plowshares Veterans Rights Organization  
 Tax-Aid  
 Tenants Together  
 The Salvation Army Golden State Division  
 The Spanish Speaking Unity Council of Alameda County  
 The Women's Building  
 Thrive Alliance  
 Travis Credit Union  
 Tree of Life Church  
 Tri City Free Breakfast Program  
 Tri-Cities One Stop Career Center, EDD  
 Tri-Cities One Stop Career Center, EDD Fremont  
 Tri-Cities One Stop Career Center, Ohlone College  
 Tri-City Volunteers Food Bank  
 Trinity Center  
 Tri-Valley Haven  
 Tri-Valley One-Stop Career Center  
 UC Berkeley VITA Program  
 UC Law SF  
 Union City Family Center  
 United Way of the Wine Country  
 UpValley Family Centers of Napa County  
 Urban Habitat  
 Vivalon  
 VOICES Solano Youth Center  
 WE RISE SF  
 WeHOPE  
 West Oakland Job Resource Center  
 West Valley Community Services

White Pony Express  
 Winter Nights Family Shelter  
 Women's Daytime Drop-In Center  
 Workforce Alliance of the North Bay  
 Working Partnerships USA  
 Wu Yee Children's Services  
 YWCA Golden Gate Silicon Valley Offsite

# NETWORKING GROUPS

MAKE A DIFFERENCE  
TOGETHER





The Tocqueville Society recognizes local philanthropists who, through their outstanding community service and financial support, are affecting real and lasting change in the fight against Bay Area poverty.

**Tocqueville Cabinet**

Eric Street, Tocqueville Chair, Enterprise  
 Anna Mok, Deloitte  
 Bob Walker, Community Member  
 Danny Zepeda, Valero Benicia Refinery  
 Dave Heacock, Texas Instruments (Retired)  
 Linley Gwennap, TechInsights  
 Michael Coleman, Accenture  
 Ron Peyton, Callan

**Tocqueville Society Members**

**\$1,000,000+**

Anonymous  
 Riley and Susie Bechtel  
 Jamie and Marritje Greene

**\$100,000 - \$999,999**

Steve Cassriel  
 Ron Conway  
 Dana M. and Robert L. Emery  
 Mary Jo and Dick Kovacevich Family Foundation  
 Arthur and Toni Rock  
 Robert and Gail Walker  
 Melissa Wardlaw

**\$50,000 - \$99,999**

Anonymous  
 Pierre and Maria Breber  
 Doug Derin  
 Karen Jenkins-Johnson and Kevin Johnson  
 Washburn and Susan Oberwager  
 Charles Pohl and Eve Niquette  
 Jack and Jodie Russi  
 Strandberg Family Foundation

**\$25,000 - \$49,999**

Gregory and Christy Allen  
 Meyer Chaban Trust  
 Roberta and Steven Denning  
 Richard and Robin Edwards.  
 Mark Faulkner  
 Stanley and Sherry Lauchner  
 Christopher and Emily Marlowe  
 Jason and Molly Salzetti

**\$10,000 - \$24,999**

Anonymous  
 Todd Bari  
 The Barnholt Family Foundation  
 Kelly and Kevin Bass  
 Ruby Bolaria Shifrin  
 Robert Bonar  
 Scott Bowman  
 Ousmane Caba  
 Lisa Carlin  
 Robert A. Cook  
 Adele K. Corvin  
 Patrick Daupuin  
 Constantine and Angela Djedjos  
 Tom Dugan  
 Doris and Larry Ellis  
 Kevin and Ali Fried  
 David and Jennifer Gillespie  
 Steve Gorski and Mary Walsh Gorski  
 Dave and Sheryl Heacock  
 Terri Hearsh  
 Robert C. Herr  
 Mike and Berit Hoffmann  
 Timothy G. and Cara R. Hoxie  
 Daniel Patric Hudgens  
 Rosalynn Hughey

John and Ann Iannuccillo  
 Roberta R. W. Kameda  
 Sean and Elizabeth Kehoe  
 Steven Kim and Alice Chen Kim  
 Marcus L. Kong  
 Thomas J. Leibowitz and Jodie A. Smith  
 Karol Marcin  
 Anna W. Mok  
 Jonathan Mosby  
 Amanda L. Nelson  
 Barbara and Ronald D. Peyton  
 Satyen Popat  
 Evan and Ann Wilson Porteus  
 Adam and Valerie Reilly  
 Jason Rissanen  
 Peter and Candy Robertson  
 Matt and Yvonne Rogers  
 Zachary and Kimberly Ronan  
 Rosenbaum Exemption Trust  
 Francis Schumacher and Nina Friend  
 Mary and Douglas Scrivner  
 Doug and Laurie Shaffer  
 John A. and Susan Sobrato  
 John M. and Timi Sobrato  
 Stacey and Eric Thomas Street  
 Beth and Bill Strickland  
 Andrew E. and Inga B. Sweet  
 Joshua Tulino  
 Millie Viqueira  
 Grace and Steven Voorhis  
 Jason Ian Wexelman  
 Stephen White  
 Kirby and Amy Wilcox



Champions are a group of proud Bay Area community leaders, driven to be part of United Way Bay Area's fight against poverty, influencing volunteer engagement opportunities that have a lasting impact on children and families in our community.

*Champions \$1,000-\$4,999 will be listed on our website*

**Champions \$5,000 – \$9,999\***

Mohamed Youssef Abueida  
 Paul and Lisa Adler  
 Anonymous  
 Marcia and George Argyris  
 Stephen R. Bahr  
 Allie Banuelos  
 Robert Benavidez and Joshua Bridie  
 Barbara and Jeff Bennett  
 Christopher Berini and Jeffrey Huang  
 Carl Bindoo  
 Justin Blecharczyk  
 John and Susan Bonsignore  
 Kristin Bradbury  
 Kathleen and Tony Brekke  
 Casey Casalnuovo  
 Raymond A. Castro Jr.  
 Myungjin Cha  
 Victoria Chak  
 Paul L. Chrzanowski  
 Justin Chueh and Pauline Shuen  
 Raymond and Monica Conrady  
 Ann DeLuce  
 Ann M. Dye  
 Melissa Manke Fimbres  
 Sarah G. Flanagan  
 Ben Garosi  
 Jennifer M. Gaudioso  
 Kenneth and Lana Guernsey  
 Elizabeth Hesting  
 Linda M. Hill  
 Gayl and Harlan Hirschfeld  
 Matthew John Hoffman

Rosalynn Hughey  
 Chad and Corinne Iken  
 William and Lorraine Irving  
 Robert and Sarah James  
 Dora James  
 Richard and Susan Jardine  
 Lynn and Dale Johannesen  
 Todd and Lucy Johns  
 Lee D. Kaiser  
 Ed and Janette Kennedy  
 Mike Kiedel and Kate Surman  
 Heather Kunnanz  
 Danny T. Lechy  
 Sean Lee and Angela Poon  
 Mary Margaret and Weston Lewis  
 Warm the World Volunteer Association  
 James Little  
 David H. Longhurst  
 Lawrence D. Margerum  
 Amy Margolis  
 Christopher and Emily Marlowe  
 Gioia McCarthy  
 Dean O. Morton  
 Jonathan Mosby  
 Julina Moy and William Lee  
 TJ Nicholson  
 Ann O'Bradovich  
 James and Sharon Olson  
 Susan B. Opp  
 Allison Ottoboni  
 Shawn Oxenham  
 Marisol Pacheco-Mendez  
 Arun Palakurthy and Priya Shah  
 Umasankar Perala  
 Mary Kelly Persyn  
 Rick J. Ragsdale  
 T. Jeffrey Reid  
 Kimberly A. Ronan  
 Margaret Rosegay  
 Anonymous  
 Thomas J. Rothenberg  
 Pat Mary Ryan  
 Robert Sapien, Jr.  
 Francis Schumacher and Nina Friend  
 Dr. David Shapiro and Dr. Jane Hawes  
 Michael D. Shovlin  
 Mike T. Sierras  
 John and Nicole Skerry  
 Thomas L. Stanley  
 Denise Steele  
 Martin J. Stocksick  
 Craig and Elise Tewell  
 Cynthia K. Veitch  
 Guy and Virginia Wanger  
 Melissa Wardlow  
 Don and Susan Watters  
 Annoesjka West  
 Jason and Kathleen Wilde  
 Douglas J. Wokoun  
 Fionnuala A. Wright  
 Danny A. Zepeda  
 Jonathan A. Zimmerman  
 Yves N. Zsutty  
 Kevin A. Zwick and Helen Lin



Women United is a diverse group of powerhouse women leaders dedicated to helping low-income women and families move out of poverty by focusing on UWBA's SparkPoint program and early childhood advocacy.

**Steering Committee**

- M.J. Bedegi
- Barbara Ann Bennett
- Summer Bertolet
- Michelle Branch
- Jen Chen Jackson
- Vanessa Lark
- Anastacia Maggioncalda
- Joanne Peters
- Toshonna Ross
- Ann Tomlin
- Yayra Tuprah
- Louise Willard

**Women United Members**

- Jenelle M. Anderson
- Julia Arant
- Marcia M. Argyris
- Kelly Ann Batson
- Emily Bolanos
- Evelyne Chellam
- Michelle Chiang
- Robin M. Edwards
- Jennifer Fickel
- Kathy Woeber Gardner
- Cindy Goldberg

- Marian A. Hafter
- Mary Beth Hambly
- Amanda Huff
- Berit Hoffmann
- Jen Jackson
- Lynn Johannesen
- Mary F. Kamprath
- Lesley Kraechan
- Rose Lue
- Anne Nancy Maggioncalda
- Liza Massey
- Ariana Mattison
- Mary A. Mettler
- Pooja Mittal
- Jules Moy
- Susyn C. Normington
- Sarah Ramirez
- Elinore Robey
- Rosanna B. Sangalang
- Ruby Bolaria Shifrin
- Channa Sweet
- Archana Venugopal
- Jacob Walters
- Donna L. Williams
- Mercedes M. Williams
- Stephanie A. Wittler
- Samantha Wolff



Emerging Leaders is a growing network of philanthropic young professionals (age 40 and under) committed to fighting Bay Area poverty, with a focus on educating and empowering youth.

**Steering Committee**

- Elodie Chalmette
- Devang Dasani
- Lindsay Earhart
- Eric Gaan
- Erik Kristjanson
- Hilary Lo
- Arjun Nijhawan
- Blake Robertson
- Ashley Rochholz
- Jonathan Sack
- Aaron Silverman

**Emerging Leaders**

- Nicholas R. Aikawa
- Oscar Alvarez
- Jack Avery
- Milan Carpenter-Wilson
- Dustin Cooper
- Charles Crandon
- Shawn J. Curran
- Ofir Geri
- Joshua Gilbert
- Nick S. Haddad
- Nicole Harden
- Amber Harris
- Munir Iman
- Lesley Kraechan
- Corey Kreidler
- Kathryn Luna
- Brian Maher
- Hardik Mittal

- Nate Phillip Morris
- Anand Naik
- Nate Pardini
- Stani Peycheva
- Nick Sireci
- Mike J. Scanlon
- Ken Tang
- Jared Tate
- TaShon Thomas
- Roxanne Trager
- Alvaro Vega
- Jacob Walters
- Brad A. Washburn
- Sheila A. Whitman
- Alanna Williams
- Yi Xie

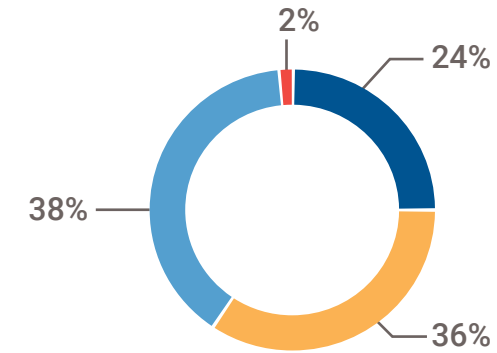
**LEGACY CIRCLE**

*Those in our Legacy Circle have generously included UWBA in their estate plans.*

- Anonymous (12)
- Joan Braun
- Simon Desmarais-Zalob
- Kris Falconer
- Mercade Frost
- Deborah Gordon
- Helen Lin
- Irris Marashian
- Alfredo Molina
- Akwasi Okyere
- Zachary Post
- Javier Sarabia
- Kevin A. Zwick

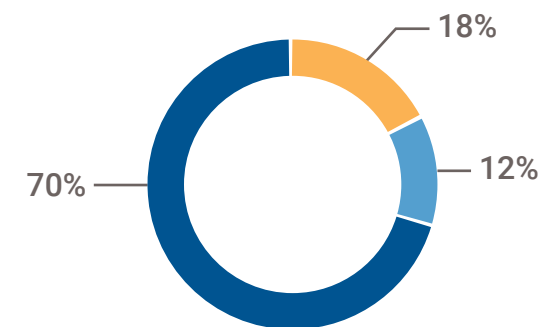
# FINANCIAL SUMMARY

## REVENUE



Government Grants	\$4,411,892
Individual and Campaign Gifts	\$6,683,342
Institutional Grants	\$6,920,040
Other Contributions	\$328,388
<b>Total Public Support</b>	<b>\$18,343,662</b>

## EXPENSE



Program Services	\$15,891,189
General and Administrative	\$2,626,332
Development and Marketing	\$4,113,391
<b>Total Expenses</b>	<b>\$22,630,913</b>



# MANY THANKS TO OUR DONORS



## INSTITUTIONAL PARTNERS

### \$500,000+

Albertsons Companies Foundation  
Chevron USA, Inc.  
College Futures Foundation  
California Department of Community Services and Development  
Internal Revenue Service  
Siemer Institute  
The Sobrato Family Foundation

### \$250,000 - \$499,999

The Bank of America Charitable Foundation, Inc.  
California Department of Public Health  
ECMC Foundation  
Health Leads, Inc.

### \$100,000 - \$249,999

AARP Foundation  
California Department of Public Health  
City of Santa Clara, California  
Dean & Margaret Leshner Foundation  
Interface Children & Family Services  
JPMorgan Chase Foundation  
The PG&E Corporation Foundation  
Stupski Foundation  
Sunlight Giving  
The San Francisco Foundation  
Walter & Elise Haas Fund  
Wells Fargo Foundation

### \$50,000 - \$99,999

City of San Jose  
Corteva Agriscience LLC  
County of San Mateo  
National Disability Institute  
U.S. Bank Foundation

### \$20,000 - \$49,999

Emergency Food & Shelter National Board  
Evelyn and Walter Haas, Jr. Fund  
HCA Healthcare Foundation  
Hellman Foundation  
Silicon Valley Community Foundation  
MUFG Union Bank Foundation  
United Ways of California

## EMPLOYEE GIVING CAMPAIGNS

### \$500,000 - \$999,999

County of Santa Clara  
Dodge & Cox  
Valero Benicia Refinery

### \$250,000 - \$499,999

California State Employees Charitable Campaign (CSECC)  
Callan LLC  
Costco  
Sandia National Laboratories

### \$100,000 - \$249,999

AT&T Corporation  
BMO Harris Bank and Capital Markets  
Deloitte  
FedEx  
Target Corporation  
Texas Instruments

### \$50,000 - \$99,999

Alameda County Government  
Backblaze  
Chevron Corporation  
Comerica Bank  
Enterprise Rent-A-Car  
Exact Sciences Corporation  
NuStar  
Wellpoint-Blue Cross of CA

### \$25,000 - \$49,999

AbbVie Biotherapeutics  
City of San Jose  
Google  
Lawrence Livermore National Laboratory  
Matson  
Pillsbury Winthrop Shaw Pittman LLP  
PwC  
Raymond James & Associates  
Regency Centers Corporation  
The Boldt Company

## BOARD OF DIRECTORS

### GIOIA MCCARTHY

Chair of the Board of Directors,  
Bank of America President, San Francisco East Bay  
Managing Director, Private Bank Market Executive

### ALICE A. CHEN

Vice Chair of the Board of Directors,  
HealthTech Executive & Entrepreneur

### PETE MANZO

CEO, United Ways of California

### KEVIN JOHNSON

Secretary of the Board of Directors,  
VP, Portfolio Manager & Investment Analyst, Dodge & Cox

### JOY ALAFIA

Executive Director, California Association of  
Marriage and Family Therapists (CAMFT)

### ANISSA BASOCO-VILLARREAL

Assistant Agency Director, Alameda County

## ADVISORY COUNCIL

### CHANDRA ALEXANDRE

Chief Executive Officer, Community Action Marin

### PEDRO ARISTA

Director, Hirsch Philanthropy Partners

### AISHA BARO

Executive Director, Life Science Cares Bay Area

### EVE BIRGE

Executive Director, White Pony Express

### ADAM BLAYLOCK

Audit Partner, Ernst & Young LLP

### RUBY BOLARIA-SHIFRIN

Head of Community, Chan Zuckerberg Initiative

### MICHELLE BRANCH

Founding Attorney, Branch Law Group

### PIERRE BREBER

Chief Financial Officer, Chevron

### OUSMANE CABA

Partner, PricewaterhouseCoopers (PwC)

### ALICE A. CHEN

Health Tech Executive and Entrepreneur

### JIM FOLEY

Lead Regional President, Pacific North Region Wells Fargo Bank

### MARIO ROBERTO CHAVAC GOMEZ

Program Aide, LifeMoves

### DAVE HEACOCK

(Retired) Senior Vice President Texas Instruments

### CAROL ISEN

Human Resources Director, City and County of San Francisco

### RUBY BOLARIA-SHIFRIN

Head of Community, Chan Zuckerberg Initiative

### MICHELLE BRANCH

Founding Attorney, Branch Law Group

### PIERRE BREBER

Chief Financial Officer, Chevron

### OUSMANE CABA

Partner, PricewaterhouseCoopers (PwC)

### RUDY GONZALEZ

Secretary-Treasurer, San Francisco Building &  
Construction Trade Council, AFL-CIO

### ALEXIS KRIVKOVICH

Senior Partner, McKinsey & Company

### ERIC T. STREET

Group Controller, Enterprise Rent-A-Car Company of  
San Francisco, LLC

### JAMIE LYNN KEARNS

Math Teacher Leader, Vallejo City

Unified School District-Secondary Education

### KY LE

Deputy County Executive, County of Santa Clara

### TOM LEIBOWITZ

Vice President & Chief Actuary, Delta Dental of California

### DAVID LONGHURST

(Retired) Treasurer, Dodge & Cox Funds

### GABRIELA (GABBY) CHAVEZ-LOPEZ

Executive Director, Latina Coalition of Silicon Valley

### RITA MANCERA

Executive Director, Puente de la Costa Sur

### GIOIA MCCARTHY

Bank of America President, San Francisco East Bay  
Managing Director, Private Bank Market Executive

### ANNA MOK

Regions Leader & Partner, Deloitte & Touche LLP

### JIM OLSON

Partner, Joseph & Cohen Professional Corporation

### MARY KELLY PERSYN

Vice President, Legal and Strategic Advocacy

New Teacher

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