# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Page</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td><strong>EXECUTIVE LETTER</strong></td>
</tr>
</tbody>
</table>
| 4    | **HOW WE WORK**  
|      | Why United Way? |
| 6    | **BUILDING BLOCKS FOR A GOOD LIFE**  
|      | **EDUCATION**  
|      | - Community Achievement Project in the Schools  
|      | - Focus Forward |
| 8    | **INCOME**  
|      | - Food Card Access Project  
|      | - My Door  
|      | - MoneyUP |
| 10   | **HEALTH**  
|      | - Hunger Prevention and Nutrition Assistance Program  
|      | - New York Supermarket Commission |
| 12   | **STRENGTHENING NEW YORK CITY NONPROFITS**  
|      | - Linkages  
|      | - The Economic Storm: Challenges and Opportunities |
| 13   | **UNITED WAY OF NEW YORK CITY BOARD OF DIRECTORS** |
| 14   | **LIVE UNITED**  
|      | **GIVE**  
|      | - Tocqueville Society  
|      | - Our Top Supporters |
| 16   | **ADVOCATE**  
|      | - Women United in Philanthropy |
| 17   | **VOLUNTEER**  
|      | - Young Leaders Council |
| 18   | **FINANCIAL HIGHLIGHTS** |
EXECUTIVE LETTER

Dear Friends,

United Way of New York City continues to lead the way in mobilizing partners toward creating sustainable solutions to our city’s most pressing problems. In this report, we provide a snapshot of the work undertaken during Fiscal Years 2007 and 2008.

Throughout the community, we created measurable improvement in the lives of New York’s most vulnerable residents. Together with our partners and thanks to generous contributions by donors, our innovative, results-driven initiatives are tackling the underlying causes of complex problems across our Action Areas—EDUCATION, INCOME and HEALTH.

Upon completing a comprehensive strategic planning process in 2008, we have emerged with clear, focused direction for advancing our community impact strategy over the next five years and moving toward scalable, sustainable and measurable community-wide impact throughout our city. As always, we continue to refine our processes to ensure that we are accountable for our efforts, and we regularly evaluate programs and public policies for effectiveness.

United Way believes that everyone has a role in building a better future for all. LIVE UNITED is our invitation to all New Yorkers to join us in shaping community-wide change. You’ll see in this report that our partner organizations and our community have heeded our call to GIVE, ADVOCATE and VOLUNTEER.

Thanks to your exceptional generosity, thousands of New Yorkers benefited from United Way–led programs in many of the city’s most impoverished communities. We continued to bring nutritious food to low-income neighborhoods, keep at-risk youth engaged in school, help individuals and families achieve financial stability, and ensure the viability of human service nonprofits.

Still, while we continue to make significant progress, we recognize that there is much work left to be done, and we cannot do it alone. These basic tenets help shape the modern United Way, a streamlined, collaborative organization with sharp focus, able to step in at any level to solve problems in the community.

On behalf of all of us at United Way of New York City, thank you for your continued commitment and support.

Karen B. Peetz
Chair of the Board of Directors

Gordon J. Campbell
President & CEO
United Way of New York City works to achieve systemic, city-wide change that improves the **EDUCATION**, **INCOME** and **HEALTH** of New Yorkers as well as the strength of the nonprofit sector. Our efforts are multifaceted and incorporate innovation, advocacy and collaboration.

**HOW WE WORK**

At United Way of New York City, we address the underlying root causes of New York’s most pressing problems from a variety of angles. However, we must simultaneously make sure people get the short-term help they need as well.

To these ends, United Way of New York City...

- Convenes and works side-by-side with individuals, nonprofits, government, businesses, faith-based and other community partners.
- Creates, funds and replicates initiatives that improve the quality of life for individuals and families.
- Provides technical assistance, leadership development and a wide range of support to strengthen the capacity of our nonprofit partners.
- Works with policy makers and advocates on important issues around health, education and income with an eye toward systemic change.

**WHY UNITED WAY**

We believe that **EDUCATION**, **INCOME** and **HEALTH** are the building blocks of a good life. Presently, they are out of reach for far too many New Yorkers:

- Only 56% of students in New York City public high schools graduate within four years.
- On average, the earnings of low-income households total $9,974 per year while average household expenses total $20,410.
- Low-income families in New York City earning less than $32,500 are left with only $5 a day to cover necessary expenses other than housing.
- Residents of New York City’s most impoverished neighborhoods consistently have higher mortality rates from almost all diseases when compared with residents of the city’s wealthiest neighborhoods.

Our Action Areas are structured to create positive change with lasting results in New York City communities while aligning with the goals, objectives and work of United Way of America.
United Way of New York City initiatives...

- **ENGAGE** families in their children’s education from birth through high school.
- **ENSURE** that children have the foundation they need to enter school ready to learn and progress at the right pace through each grade.
- **PROVIDE** at-risk students with the critical support they need to overcome obstacles to learning and succeed in school.

1 IN 4 NEW YORK CITY RESIDENTS—ABOUT 2 MILLION PEOPLE—DO NOT HAVE ENOUGH INCOME TO MEET A BASIC FAMILY BUDGET.

United Way of New York City initiatives...

- **HELP** working families take control of their finances, manage spending, and save for the future.
- **PROVIDE** support and employment services to survivors of domestic abuse as they transition from the shelter system to new, stable residences.
- **ENSURE** that those low-income individuals eligible for income supports get the assistance they need to put healthy, nutritious food on the table.

LOW-INCOME PEOPLE IN NEW YORK CITY HAVE THE HIGHEST RATES OF OBESITY, DIABETES AND OTHER DIET-RELATED DISEASES.

United Way of New York City initiatives...

- **SUPPORT** food pantries and agencies in providing emergency food assistance.
- **FOSTER** healthy eating and exercise among New York City’s low-income residents.
- **CONVENE** community stakeholders to encourage policies that promote greater access to fresh produce in underserved communities.
Issues such as poverty and language barriers make it more challenging than ever for students to finish school. Their hope of obtaining higher education diminishes as they attempt to enter the workforce unskilled and unprepared. Some go on to GED programs; many do not. Though the public school system works hard to keep students on a path toward higher education or job readiness, it can't reach all students at risk of dropping out.

United Way of New York City understands how important education is and how difficult it is to attain for so many low-income youth. We address this fundamental need by focusing on at-risk youth—a group too commonly overlooked.

Community Achievement Project in the Schools (CAPS)

As a grassroots approach to keeping at-risk students in New York City public schools, United Way of New York City and the New York City Department of Education created Community Achievement Project in the Schools (CAPS) in 1990 to provide attendance improvement and dropout prevention services. The students targeted by CAPS are truly some of the most at-risk in the city and, for a variety of reasons, have not been reached by traditional methods. Students are identified based primarily on their poor attendance, since attendance is the best indicator of a need for support services.

CAPS engages neighborhood organizations in working with schools, parents and students to help youth succeed in school. The program provides one-on-one and group counseling, family involvement activities and support, daily attendance monitoring and outreach. These services break down the barriers to learning and give students the opportunity to build relationships with responsible adults.

Focus Forward

In 2005, United Way of New York City established Focus Forward, an enhancement initiative intended to provide youth development in an after-school setting in support of United Way's CAPS services. Together, Focus Forward and CAPS take a holistic approach to dropout prevention that includes a strong case management component to address barriers preventing students from attending school, paired with an after-school component to reconnect students to their school community while building on academic and social skills and enhancing motivation. (continued)

Working Together

In the next ten years, United Way of America intends to cut America’s high school dropout rate in half. United Way of New York City is proud to align our work with these national Goals for the Common Good. Together we LIVE UNITED.
Family involvement is an integral part of Focus Forward, and activities for high school students place special emphasis on helping them accumulate credits toward graduation. Focus Forward activities fall into three major categories:

- **Academic**: includes academic enrichment, intervention and support services, literacy through the arts projects, and science projects.
- **Youth Development**: includes arts enrichment, conflict mediation and recreation/sports.
- **Higher Education and Career Exploration**: includes high school preparation and college readiness courses.

Many Focus Forward students get to work directly with artists as part of the initiative’s arts enrichment activities.

College readiness services are a critical part of the Focus Forward initiative.

**OUR PARTNERS IN EDUCATION**

**CAPS**
New York City Council
New York City Department of Education
44 Community-Based Organizations

**Focus Forward**
The Bank of New York Mellon
Con Edison
JCPenney
JPMorgan Chase Foundation
22 Community-Based Organizations

**Families Matter!**
National Grid Foundation

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**THE FACTS: CAPS and Focus Forward Get Results**

- Since 1990, CAPS has provided services to more than 300,000 students and their families in more than 150 low-performing public schools.
- CAPS students with the greatest need for improved attendance made the greatest gains through the program.
- More than 70% of the CAPS students participating in Focus Forward have reported improving their attendance.
- 88% of Focus Forward participants reported that they experienced positive changes in all areas of school motivation and preparedness.
- More than 75% of Focus Forward students showed improvements in self-esteem and an increase in their self-confidence.
Many people in our city do not have a stable income that allows them to provide the basics—food, rent, and utilities. But beyond that, during the current economic crisis, in a time when many must rely on savings just to get by, countless New Yorkers have no safety net.

United Way of New York City takes a strategic approach to fighting critical issues in our city. Through our Income Action Area, we help working poor families in New York City connect with resources that will allow them to lead more financially stable and independent lives.

**Food Card Access Project (FCAP)**

Designed to ensure low-income New Yorkers can afford nutritious food, Food Stamps are a significant tool for helping working families stretch their budgets. However, not everyone who is eligible for this service uses it. In 2003, United Way of New York City joined with community partners from the nonprofit, private and government sectors to launch the Food Card Access Project (FCAP) to facilitate and improve New York City residents’ access to Food Stamps and ultimately to enhance the lives and economic self-sufficiency of low-income individuals, families and communities.

United Way partnered with Food Bank For New York City to help the community-based organization expand its successful Food Card outreach model program. We provided support via resources and expertise to expand it to seven neighborhoods identified as having the greatest need. Since 2003, more than 125,000 people in 36 different neighborhoods have received Food Stamps as a result of FCAP.

**My Door**

Thousands of women and children fleeing abusive homes seek sanctuary in New York City’s domestic violence shelter system each year. They need immediate assistance, and they get it. But often these families have no other options when it is time to leave the shelter. With few employment opportunities, many women must make a difficult choice: face homelessness for themselves and their children or return to their abusers.

In August 2008, United Way of New York City, in partnership with the Office of the Deputy Mayor for Health and Human Services and the NYC Human Resources Administration, launched My Door to provide coordinated transitional and support services to families as they leave the city’s domestic violence shelters. United Way’s partner organization Sanctuary for Families is currently supporting the successful transition of 50 families from the shelter system to their new residences. Survivors receive comprehensive case management and assistance with employment training, placement in long-term living-wage jobs, financial planning and management skills, access to income supports, and connections to legal, health, mental health and other services.

**WORKING TOGETHER**

In the next ten years, United Way of America intends to cut in half the number of low-income families who are financial unstable. United Way of New York City is proud to align our work with these national Goals for the Common Good. **Together we LIVE UNITED.**
MoneyUP

Launched in January 2008 as a joint initiative of United Way of New York City and The Financial Clinic, MoneyUP helps low-income people determine if they are eligible for the Earned Income Tax Credit and engage in long-term financial management. Through free comprehensive financial services, including tax preparation, year-round financial coaching and legal services, MoneyUP provides New Yorkers with the tools they need to become more financially stable. Clients can receive 12 to 18 months of one-on-one financial coaching to help them increase assets, decrease debt, improve their credit score, and achieve a financial goal.

MoneyUP initially operated in three sites in the South Bronx and East New York, Brooklyn. In 2008, MoneyUP volunteers and consultants prepared tax returns for nearly 1,600 New Yorkers resulting in almost $2 million in federal and state refunds. 370 households received one-on-one financial coaching, and more than 70 of those households received intensive one-on-one financial coaching.

THE FACTS: Low-Income New Yorkers

- One in four people living in New York City—approximately 2 million in total—do not have enough income and earnings to meet a basic family budget.
- Some New York City neighborhoods have 25% to 33% of residents living below the federal poverty level.
- Nearly 400,000 people in New York City, many of them children, face the threat of hunger each week.
- Up to 700,000 New Yorkers are eligible, but do not participate in the USDA Food Stamp (also known as the Food Card) Program.
- It is estimated that close to 800,000 New York City households lack banking services; without a bank account, many rely on high priced check cashing companies and pay an average of $370 annually in fees.

OUR PARTNERS IN INCOME

FCAP
Chinese-American Planning Council
Citizens Advice Bureau
Food Bank for New York City
Harlem Congregations for Community Improvement
New York City Coalition Against Hunger
New York City Human Resources Administration
New York State Office of Temporary and Disability Assistance
Partnership for the Homeless
Family Resource Center
Ridgewood Bushwick Senior Citizens Council
Seamans Society for Children and Families
Seedco
Sunnyside Community Services
Urban Justice Center

My Door
Viola W. Bernard Foundation
Liz Claiborne Foundation
New York City Human Resources Administration
Sanctuary for Families
Seedco
United Way Tri-State Regional Community Investments Committee
van Ameringen Foundation

MoneyUP
Bank of America
The Bank of New York Mellon
Chinese-American Planning Council
The Financial Clinic
GMAC Financial Services
JPMorgan Chase Foundation
Nazareth Housing
Partnership for the Homeless
Numerous obstacles stand in the way of good health for many low-income New Yorkers. Many are unlikely to have health insurance and are typically unable to pay for health services out of pocket. Low-income neighborhoods rarely have access to fresh fruits and vegetables and, consequently, their residents’ diets suffer.

United Way of New York City believes that health is a fundamental need and understands the cost of poor health across our community. In order to affect real change, we examine the underlying root causes of the health problems plaguing our city and simultaneously work to create long-term, scalable solutions while making sure those who need help now get it.

**Hunger Prevention and Nutrition Assistance Program (HPNAP)**

United Way of New York City has a long history of fighting hunger and promoting nutrition with creative and successful initiatives. Since 1984, United Way of New York City has managed a contract awarded by the New York State Department of Health, Division of Nutrition’s Hunger Prevention and Nutrition Assistance Program (HPNAP).

Managed by United Way, HPNAP is dedicated to improving the health and nutritional status of New Yorkers by providing support and grants for equipment, operations and food in 286 agencies and at 385 program sites throughout the city. We work with our nonprofit partners to create nutrition education and exercise programs as well as a Community Supported Agriculture program that brings farm fresh produce to food pantries and soup kitchens.

HPNAP facilitates the strategic and cost-efficient deployment of up to 3.25 million fresh, nutritious meals a year to at-risk New Yorkers. HPNAP supports the operations of a citywide network of emergency food providers; addresses system-wide policy issues; and improves consumer health by increasing knowledge and options in matters of food, nutrition, fitness, and economic self-sufficiency.

**New York Supermarket Commission**

Lack of access to healthy foods is a persistent problem in many low-income communities across New York City. Without access to affordable, nutritious food, diets suffer and chronic diseases often follow. In 2008, United Way of New York City, in conjunction with the Food Industry Alliance of New York, the Food Bank For New York City, the Food Policy Coordinator for New York City, and The Food Trust, took action by forming the New York Supermarket Commission, which brought together children’s health experts, hunger advocates, and policy experts to address the need for more supermarkets in underserved communities. The Commission served as a think tank and explored new strategies for improving access to quality foods for low-income New Yorkers. United Way of New York City co-chaired the group, whose work was funded by the New York City Council and the Gerald J. and Dorothy R. Friedman Foundation.

**WORKING TOGETHER**

In the next ten years, United Way of America intends to increase by one-third the number of youth and adults who are healthy and avoid risky behaviors. United Way of New York City is proud to align our work with these national Goals for the Common Good. Together we LIVE UNITED.
**POlICY AT WORK** Food pantries and soup kitchens funded through HPNAP must **spend at least 15% of their grant on fresh or frozen produce.**

As co-chair of the New York Supermarket Commission, United Way of New York City advocated for equal access to fresh produce for low-income neighborhoods.

The Hunger Prevention and Nutrition Assistance Program ensures local food pantries are able to continue to provide services to their clients—especially during the times when other funds may not be available.

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**THE FACTS: Diet-Related Diseases and Access to Healthy Food**

- New York City neighborhoods with the highest proportion of residents who do not eat at least 5 fruits and/or vegetables per day have the highest rates of obesity.
- Only 26% of New Yorkers engage in physical activity at least 30 minutes a day, 4 times a week, and lack of activity contributes to obesity.
- One in 10 New Yorkers is suffering from diabetes.
- Diabetes is three times more common among obese New Yorkers.
- The diabetes epidemic is costing New York City an estimated $6.5 billion.

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**OHR PARTNERS IN HEALTH**

- HPNAP
- City Harvest
- Food Bank For New York City
- Just Food
- New York City Human Resources Administration
- New York City Department of Health & Mental Hygiene
- New York State Department of Health Division of Nutrition
- New York Supermarket Commission
- Food Bank For New York City
- Food Industry Alliance of New York
- Food Policy Coordinator for New York City
- The Food Trust
United Way of New York City mobilizes the nonprofit, private, and public sectors to improve lives, strengthen the community, and build a stronger New York City. We work with a range of nonprofit organizations—from large city-wide agencies to small, community-based groups. Recognizing the unique and vital role that nonprofits play in the city’s overall human service delivery system, United Way has remained committed throughout the economic downturn to assisting New York City nonprofits in weathering the storm.

Linkages

Many New York City nonprofits struggle with recruiting skilled members for their boards of directors. At the same time, many professionals actively seek volunteer opportunities to apply their workplace skills in the nonprofit world.

Since 1989, United Way of New York City has strengthened more than 1,000 New York City nonprofits by developing board-level leadership through our Linkages board training and placement program. Linkages prepares talented professionals to serve on nonprofit boards and connects them with local nonprofits seeking board members.

Through Linkages, volunteers network with like-minded professionals, learn what it takes to transform a nonprofit from good to great, sharpen their leadership skills, and connect to nonprofits doing great work in the community. Nonprofits build their boards with trained, committed professionals ready to step into a leadership role.

The Economic Storm: Challenges and Opportunities

In November 2008, United Way partnered with The Foundation Center and Philanthropy New York (formerly the New York Regional Association of Grantmakers) in presenting “The Economic Storm: Challenges and Opportunities – Changing the Paradigm to Meet Community Needs.” This precedent-setting event drew more than 250 leaders from the nonprofit, business, philanthropic and public sectors to discuss strategies for ensuring that our community’s human service needs continue to be met during these tough economic times.

OUR PARTNERS IN STRENGTHENING NEW YORK CITY NONPROFITS

The Foundation Center
Philanthropy New York
Linkages
American Express, lead sponsor
Support Center for Nonprofit Management
UNITED WAY OF NEW YORK CITY
BOARD OF DIRECTORS

Chairman of the Board and
Chief Volunteer Officer
Karen B. Peetz
Senior Executive Vice President &
Chief Executive Officer
Issuer, Treasury & Broker-Dealer Services
The Bank of New York Mellon

Vice Chairs
George Irish
Eastern Director
Hearst Foundation

Saundra Williams-Cornwell, Esq.
Secretary
Charles P. Wang
President
Rosen-Wang Global Partners, LLC

Treasurer
John A. Caroselli
Executive Vice President -
Customer & Markets
National Grid

Board Members
Susan L. Burden
Joseph A. Cabrera
Executive Vice President
Cushman & Wakefield, Inc.

J. Emilio Carrillo, MD
Vice President of
Community Health Development
New York-Presbyterian Hospital

Harry D. Carson
Anthony M. Carvette
President & Chief Operating Officer
Structure Tone Inc.

William S. Conway
Senior Executive Vice President &
Chief Marketing Officer
Mutual of America

Marianne D. Cooper
Managing Director
IBM Corporation

Lesley Daniels Webster
Stephen J. Dannhauser
Chairman
Well, Gotshal & Manges LLP

Donald F. Donahue
Chairman & Chief Executive Officer
The Depository Trust and Clearing Corporation

Brendan Dougher
Managing Partner
PricewaterhouseCoopers

Gerald P. FitzGerald
President
Aviation Perspectives LLC

Rev. Dr. James A. Forbes, Jr.
Healing of the Nations Foundation

Dr. Matthew Goldstein
Chancellor
The City University of New York

Thomas S. Johnson
Retired Chairman & Chief Executive Officer
GreenPoint Financial Corp. &
GreenPoint Bank

Terry J. Lundgren
Chairman, President and
Chief Executive Officer
Macy’s Inc.

Andrew J. Parsons
Director Emeritus
McKinsey & Company, Inc.

Peyton R. Patterson
Chairman, President and
Chief Executive Officer
NewAlliance Bank

Dr. Mary Ann Quaranta
Karl B. Rodney
Publisher
CARIB NEWS

Rossana Rosado
Publisher & Chief Executive Officer
El Diario-La Prensa

Carlos Sanchez
President & General Manager
WNJU Telemundo 47

Jeffrey Sherman
Chief Executive Officer
Hudson’s Bay Company

David Turner
Chief Financial Officer
Thomson Reuters Markets

Nancy Wackstein
Executive Director
United Neighborhood Houses of New York

Cheryle A. Wills
President
JALAD Group

United Way of New York City
Senior Executive Team

Gordon J. Campbell
President & Chief Executive Officer

Elwanda Young
Chief Operating Officer

Jay Aronowitz
Senior Vice President &
Chief Financial Officer

Bertino Ceccarelli
Senior Vice President
Institutional Advancement

Jennifer Jones Austin
Senior Vice President
Community Investment

Sunita Subramanian
General Counsel

As of July 1, 2009
Those who give to United Way of New York City are an integral part of our efforts to change the lives of thousands of low-income families for the better each year.

Thank you for your exceptional contributions and involvement. Together we’re tackling the most pressing problems facing low-income residents in our community, and we’re bringing meaningful, measurable and lasting improvement to their lives.

Tocqueville Society

United Way’s Tocqueville Society honors generous individuals who contribute $10,000 or more annually to United Way of New York City. These civic-minded leaders are guiding a powerful legacy that will shape our community’s future. Tocqueville Society members gather at private events and receptions, as well as exclusive “Investment in Action” program tours.

HOW CAN I LIVE UNITED AND MAKE A DIFFERENCE TODAY?

Give to United Way of New York City’s Community Action Fund or one of these Action Areas:

- **EDUCATION** - Help children and youth achieve their potential in school.
- **INCOME** - Help families become financially stable and independent.
- **HEALTH** - Help improve people’s health.

Visit [unitedwaynyc.org](http://unitedwaynyc.org) and click on [Donate Now](http://donate.unitedwaynyc.org).

In November 2008, United Way of New York City hosted “A Grand Affair” at the historic Campbell Apartment at Grand Central Terminal to give an “Old New York” welcome to attendees of the United Way Million Dollar Roundtable “Global Engagement and Donor Recognition Event” and Tocqueville donors from throughout the region.
### Top 30 Corporate Partners July 1, 2007 – June 30, 2009

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<td>Depository Trust and Clearing Corporation</td>
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<td>The Federal Reserve Bank of New York</td>
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<td>Guardian Life Insurance Company</td>
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### Top Foundation Supporters July 1, 2007 – June 30, 2009

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<td>American Express</td>
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<td>The Bank of New York Mellon</td>
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<td>Viola W. Bernard Foundation</td>
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<td>GMAC Financial Services</td>
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On Saturday, September 20, 2008, more than 3,000 New Yorkers participated in United Way of New York City’s LIVE UNITED Brooklyn Bridge Walk and Volunteer Festival. The Day of Action was held to highlight the need for all to give back to their communities and to raise awareness and help “bridge” the gap when it comes to education, income and health in New York City. In a show of community solidarity, the event began with a symbolic walk across the Brooklyn Bridge from City Hall Park to Cadman Plaza Park. After crossing the bridge, walkers arrived at a volunteer festival co-sponsored by the Mayor’s Volunteer Center, where participants visited with more than 50 nonprofit organizations and learned about volunteer opportunities around the city.

An opening ceremony at City Hall Park kicked off the LIVE UNITED Day of Action. Jonas Schwartz of 4 New York emceed the ceremony, and Telemundo star Penelope Menchaca, NYC Commissioner Edwin Méndez-Santiago (Department for the Aging), Paul J. Cosgrave (Department of Information Technology & Telecommunications) and Robert Doar (Human Resources Administration), Deputy Brooklyn Borough President Yvonne J. Graham and lead sponsor Capital One’s Bank Executive Vice President David Dineen were on hand to support United Way of New York City’s call to action.

Women United in Philanthropy taps into the power, talent and passion of women leaders to transform our communities. Members are accomplished women leaders who take an active role in making our city a better place to live and work.

In 2008, Women United focused their efforts in support of United Way initiatives that improve the quality of early care and education, help at-risk youth overcome barriers to attending school, and help young people make a successful transition to adulthood. Since 2006, the group has raised more than $2 million in support of United Way of New York City’s youth empowerment work. Women United’s annual awards luncheon, “The Power of Women to Make a Difference,” has become a celebrated affair, whose attendance has grown exponentially since the first in 2007.
Volunteerism has always been a major focus of United Way of New York City’s efforts. Our volunteer program matches dedicated, caring volunteers with the hundreds of community-based organizations we partner with on a daily basis. In the current economic climate, escalating need in our community has been met with a flood of volunteers willing to pitch in and lend a hand.

We work with our corporate partners to design customized Days of Action—team-based projects that pair companies with partner agencies in one of our Action Areas—Education, Income and Health. Service opportunities include a range of activities from planting a garden to reading to children to packing bags of groceries at a food pantry.

United Way also offers skills-based volunteer opportunities for those who want to utilize the skills they have gained in school and on the job to perform similar work in the community. Our MoneyUP initiative trains volunteers to provide tax preparation assistance and financial counseling to low-income people in the community. This program is ideal for people with experience in finance and accounting. [Read more about MoneyUP on page 9.]

Young Leaders Council

The Young Leaders Council is a group of young professionals ages 21 to 40 who are focused on transforming New York City communities through support of and involvement with the work of United Way of New York City. The Council promotes philanthropy, education, volunteerism and leadership among young professionals across the city.

In 2008, Young Leaders gathered for “The Dropout Crisis in New York City,” an expert panel discussion about the challenges faced by at-risk youth and effective strategies for helping them succeed in school. Earlier in the year, members volunteered their time speaking about their experiences in the working world to youth in United Way’s Community Achievement Project in the Schools program.

HOW CAN I LIVE UNITED AND MAKE A DIFFERENCE TODAY?

United Way of New York City is pleased to partner with the Mayor’s Volunteer Center of NYC to present NYCService.org. Visit the site to find a volunteer opportunity best suited to your needs. You can search by ZIP code, interest area, skills you offer, and more.
FINANCIAL HIGHLIGHTS

2007 REVENUE

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local Campaign</td>
<td>$31,287,390</td>
</tr>
<tr>
<td>Share of Tri-State Campaign</td>
<td>$32,121,305</td>
</tr>
<tr>
<td>Gifts-in-Kind</td>
<td>$1,390,039</td>
</tr>
<tr>
<td>Grants &amp; Contracts</td>
<td>$31,339,162</td>
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<tr>
<td>Other</td>
<td>$5,256,107</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$101,394,003</strong></td>
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Less provision for unfulfilled pledges $3,471,307

NET REVENUE $97,922,696

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
</tr>
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<tbody>
<tr>
<td>NET REVENUE</td>
<td>$97,922,696</td>
</tr>
<tr>
<td>[ - ] Supporting Services</td>
<td>-$16,078,066</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$81,844,630</strong></td>
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<tr>
<td>[ + ] Dollars drawn from reserves</td>
<td>+3,758,775</td>
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</table>

**TOTAL**

Available for Investment in Community $85,603,405

2007 DOLLARS INVESTED IN THE COMMUNITY

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Education</td>
<td>$21,592,836</td>
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<tr>
<td>Income</td>
<td>$20,921,939</td>
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<tr>
<td>Health</td>
<td>$4,771,072</td>
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<tr>
<td>Strengthening NYC Nonprofits</td>
<td>$5,600,152</td>
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<tr>
<td>Gifts Directed by Donors to Individual Agencies</td>
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<td><strong>TOTAL</strong></td>
<td><strong>$85,603,405</strong></td>
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2008 REVENUE

<table>
<thead>
<tr>
<th></th>
<th>Amount</th>
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<tbody>
<tr>
<td>Local Campaign</td>
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<tr>
<td>Share of Tri-State Campaign</td>
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<td>Gifts-in-Kind</td>
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<td>Other</td>
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<td><strong>TOTAL</strong></td>
<td><strong>$104,276,915</strong></td>
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Less provision for unfulfilled pledges $3,563,815

**NET REVENUE** $100,713,100

<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>NET REVENUE</td>
<td>$100,713,100</td>
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<tr>
<td>[ - ] Supporting Services</td>
<td>$-16,079,951</td>
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<td></td>
<td></td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$84,633,149</strong></td>
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<tr>
<td>+ Dollars drawn from reserves</td>
<td>+$8,277,012</td>
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</table>

**TOTAL**

Available for Investment in Community $92,910,161

2008 DOLLARS INVESTED IN THE COMMUNITY

<table>
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<th></th>
<th>Amount</th>
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</thead>
<tbody>
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<td>Education</td>
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<tr>
<td>Income</td>
<td>$19,732,832</td>
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<tr>
<td>Health</td>
<td>$13,761,313</td>
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<tr>
<td>Strengthening NYC Nonprofits</td>
<td>$3,669,920</td>
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<tr>
<td>Gifts Directed by Donors to Individual Agencies</td>
<td>$32,324,362</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$92,910,161</strong></td>
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</tbody>
</table>
For a copy of our last financial report filed with the Department of Law, please write to: NYS Department of Law - Charities Bureau
120 Broadway, 3rd Floor
New York, NY 10271

Cover photograph by Martin Dixon