# CONTENTS

<table>
<thead>
<tr>
<th>Page</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>A Letter from Leadership</td>
</tr>
<tr>
<td>4</td>
<td>Theory of Change</td>
</tr>
<tr>
<td>8</td>
<td>Our Impact</td>
</tr>
<tr>
<td>18</td>
<td>Our Corporate Partners</td>
</tr>
<tr>
<td>20</td>
<td>Our Flagship Events</td>
</tr>
<tr>
<td>22</td>
<td>The Year at a Glance</td>
</tr>
<tr>
<td>24</td>
<td>Dollars at Work</td>
</tr>
<tr>
<td>25</td>
<td>Our Community Partners</td>
</tr>
<tr>
<td>26</td>
<td>Our Board of Directors</td>
</tr>
<tr>
<td>27</td>
<td>Executive Leadership</td>
</tr>
</tbody>
</table>
Dear Friends,

Last year, United Way of New York City (UWNYC) set out to understand what it takes for New Yorkers to become self-sufficient, and we found the City to be in a precarious spot. Although it is considered one of the richest cities in the world, one in three people living here can’t afford the basics—housing, food, childcare, transportation, taxes, and healthcare.

Knowing that it is not okay for families to have to choose between rent, food, electricity, and childcare, we are committed to helping New Yorkers in neighborhoods of concentrated poverty make meaningful and measurable progress toward the pivotal milestone of self-sufficiency.

This year, we are excited to share with you the measurable impact we have been making toward our goal. Through the coordination and execution of mutually reinforcing strategies and programs, we are helping children excel at school and providing their parents, caregivers, and educators with the resources needed to build strong families and communities.

As you browse through this report, you will see the impact we have made together: children beginning to read on grade-level, parents getting empowered to become financially stable, and principals and teachers gaining access to instructional leadership and resources to elevate our children’s education. You will meet Amy, Amaya, Chris, and Nina, those who have been impacted by UWNYC’s work. You will learn that we have taken the next step in helping our most-vulnerable neighbors reach self-sufficiency...there is still much more to be done.

We are so grateful for the impact you are making. We invite you to join us in our efforts moving forward—to guide New York City families along the path to self-sufficiency.

Together, we make New York City strong.

ROBERT KUEPPERS  
Board Chair

SHEENA WRIGHT  
President & CEO
OUR THEORY OF CHANGE: CREATING OPPORTUNITIES FOR CHILDREN AND PARENTS TOGETHER

United Way of New York City (UWNYC) is committed to helping New Yorkers in neighborhoods of concentrated poverty make meaningful and measurable progress toward the pivotal milestone of self-sufficiency—the ability to cover basic needs without public or private assistance.

To strategically reach that milestone, we are taking a “two-generation” approach. We’re focusing on children’s educations at the same time as their parents’ financial stability. By helping them simultaneously, our impact aims to be powerful and sustainable for generations to come.

Because a strong education is the building block for success, we focus our work on ReadNYC—our signature program that meets the key goals of healthy births, early development, and reading proficiently by third grade. ReadNYC fortifies families, schools, and communities through one-on-one tutoring, expanded-day programs, summer literacy, parent engagement, professional development, and more. The program, alongside our EducateNYC, FeedNYC, BenefitsAccessNYC, and in-development WorkNYC programs, is giving families the foundation to stand on their own two feet and become self-sufficient.
OUR APPROACH IN ACTION

To understand our approach in action, we would like to introduce you to Deysi and her family—her husband Luis and her two boys, Luis Angel and Manuel. Deysi emigrated from Mexico as a child. And with English as her second language, she struggled in school. Now, as mom to Luis Angel and Manuel, she wants to do everything she can to create a better life for her family. So they joined our ReadNYC program in the South Bronx, where the supports we are offering them are setting them on the path to self-sufficiency. ReadNYC’s mutually reinforcing supports, which are provided in an aligned way by over a dozen community–based organizations (CBO), are empowering Deysi, Luis, Luis Angel and Manuel to succeed in a way that no other program in our City has.

READ BY THIRD GRADE:
Luis Angel, 3rd Grader, P.S. 49

- To help improve Luis Angel’s reading, Deysi enrolled him in ReadNYC’s Once Upon a Summer program—a seven-week literacy and arts camp that helps prevent summer learning loss, and prepare children for the academic year.
- Deysi joined the Mott Haven Parent Collective—a group of ReadNYC parents who share strategies and best practices around Common Core, as well as ways to help their children with reading and academic success.
- Teachers and principals at Luis Angel’s school received professional development training including one-on-one leadership coaching, peer learning, and equity leadership retreats to empower culturally relevant teaching—motivating students by allowing them to see themselves in the curriculum.
- Throughout the school year Luis Angel and the other students at P.S. 49 received additional supports including free dental screenings and cleanings via a mobile dental van, in-classroom physical activity curriculum to increase exercise and promote health, and one-on-one tutoring to help improve literacy skills.

HEALTHY BIRTH AND EARLY DEVELOPMENT:
Manuel, 3 years old

- ReadNYC taught Deysi how critical reading on grade-level was, sharing that children who don’t read on grade-level are 74% more likely to drop out of high school—and for low-income children, more likely to remain in poverty.
- Deysi wanted to start Manuel reading, even before he started school. ReadNYC signed him up for Imagination Library, so he would receive a new, free book each month. These books built his at-home library while exposing him to new words and stories.

FOOD ACCESS, STABLE HOUSING, AND BENEFITS

- Deysi’s family was struggling financially, and was in danger of losing their apartment.
- ReadNYC provided her family with emergency funds that prevented homelessness and helped stabilize the household.

BECOME JOB READY:
Deysi and Luis

- Deysi’s husband, who was not proficient in English, enrolled in English as a Second Language classes—preparing him for future employment.
- Deysi met with a ReadNYC social work intern who conducted a needs assessment to better assist the family and helped Deysi build her resume.

It takes all of these programs and supports—working together—to positively impact a child and drive their family toward self-sufficiency. We’re excited to share that because of Deysi’s dedication to her family, alongside your investment in ReadNYC and UWNYC’s work, we are seeing tremendous results. Deysi is now employed by P.S. 49 as an Expanded-Day Community Educator, empowering other families to strive for self-sufficiency and providing them with the tools necessary to succeed. Congratulations, Deysi!

Deysi’s family is just one of many helped by UWNYC’s ReadNYC program. For more ReadNYC impact and to see detailed program results, please turn to page 8.
WE ARE UNITED WAY OF NEW YORK CITY

New York City is made up of more than 8.4 million people. This is the city of possibility—the Big Apple—where dreams are made. But for our 2.7 million neighbors who can’t cover the basics that’s not the case. They struggle with impossible decisions everyday—food or rent, heat or healthcare. This is not okay.

For nearly 80 years, United Way of New York City has been a voice for our most-vulnerable neighbors. From our unique position at the intersection of business, government, and nonprofits, we are poised to bring our City’s change-makers to the table to create and deliver on aligned, collective strategies that will move our fellow New Yorkers along the path to self-sufficiency—the ability to cover the basics without need for public or private assistance.

How we set our strategies is simple, clear, and effective. We call it The 4 D’s.

Learn more at unitedwaynyc.org/what-we-do.
WHAT OUR COMMUNITY IS SAYING

“Strengthening our impact in the Mott Haven community has been driven by our partnership with United Way of New York City.” —DIANA RODRIGUEZ, East Side House Settlement, CBO Partner

“BBH has been a proud supporter of United Way’s work for nearly 45 years. We believe that solutions are built through strong collaboration, and enjoy working with United Way to develop programs aimed at improving the lives of the people in our community.”
—MAROA C. VELEZ, Partner & Head of Service Delivery, Brown Brothers Harriman

“I used to go to the pantry to get food. Now I go to volunteer and give food.” —CHRIS THOMAS, UWNYC Volunteer

“It’s not fighting poverty, it’s freeing people from poverty. UWNYC is creating a future for people who have not had one.”
—DON DONAHUE, President & CEO, Miranda Partners, LLC; UWNYC Treasurer, Board of Directors

“Amaya is reading at a grade-level above her grade. United Way of New York City’s ReadNYC program has been instrumental in her success.” —AMY CASANOVA, ReadNYC Parent

“UWNYC’s ReadNYC program is a miracle! It has given my students the confidence they need to read well, and I’m a better teacher for it.”
—DYNEESHA BROWN, ReadNYC Teacher

“I love the fact that UWNYC has a focus on literacy. With three children of my own, I know how important reading is in helping them succeed. If you can’t read, it will be a challenge to do almost anything. Thanks to UWNYC, we are helping change that.”
—TERRY YARDE, Program Manager New York Jurisdiction, Community & Customer Management, National Grid

“I ultimately believe in giving back where I live and work. What touches me the most is seeing those in need when I walk around Manhattan. Where I live is where I give. As a corporation and as a donor.” —DENISE PICKETT, President of U.S. Consumer Products and Services, American Express, UWNYC Board of Directors

“UWNYC is an expert in the community—it is able to find where the needs are and figure out a way to address them.” —GERARD FRISCIA, UWNYC Young Leader
IMPACT INSIGHTS

ReadNYC is United Way of New York City’s collective impact program to improve grade-level reading by third grade for children living in some of our City’s most-challenged communities. This program works with students, families, schools, and the community. Through one-on-one tutoring, expanded-day programs, summer literacy and arts programs, parent resources and training, and professional development for principals and educators, ReadNYC is helping children and their parents succeed in building strong families and communities.

THE RESULTS:

ReadNYC engaged more than 700 students, nearly 200 parents, 150 teachers, and 23 principals during the 2015–2016 school year and summer.

- More than 1,600 hours of additional learning time were provided to more than 600 K–2nd grade students.
- More than 700 students received free dental screenings and cleanings via a mobile dental van.
- Every ReadNYC principal in Mott Haven attended Deloitte University’s Courageous Principals Institute and received one-on-one coaching.
- Nearly 200 Mott Haven parents were engaged in literacy activities and/or supports to help achieve self-sufficiency. This included English as a Second Language classes, workshops to empower parents to become their child’s first teacher, and nutritional education and cooking demonstrations.

For more successes to date and additional information about ReadNYC, please visit unitedwaynyc.org/readnyc.
ENGLISH LANGUAGE ARTS (ELA) RESULTS
FOR MOTT HAVEN READNYC SCHOOLS

Across our six ReadNYC schools in Mott Haven, in the South Bronx, we saw a 12.7% increase in the number of students testing proficiently on the ELA exams in the 2015–2016 school year—compared to a 10.7% increase across NYC citywide.

ENGLISH LANGUAGE ARTS (ELA) RESULTS
FOR MOTT HAVEN READNYC SCHOOLS

Imagine raising your child in a neighborhood where 90% of children can’t read on grade-level. Consider the pressure a parent must face as their child enters school. The median household income in your neighborhood is below the poverty line. Is your ambition for your child’s success enough in a neighborhood so under-resourced?

This is real-life for Amy. She lives in Mott Haven, located in the poorest congressional district in the country. Amy does everything she can to ensure her children succeed. She utilizes every resource she can get her hands on. United Way of New York City’s ReadNYC program to improve grade-level reading by third grade is one of those resources.

Last year, Amy enrolled her daughter in ReadNYC’s Once Upon a Summer program, a 7-week reading intensive to fight summer slide. “I wasn’t sure if putting her in an educational setting throughout the summer would be too much for her since she’s in school year-round,” says Amy.

As a result: “She is reading a grade-level above her grade. United Way of New York City’s program has been instrumental in her success thus far.”

Amy’s daughter now participates in ReadNYC’s Expanded-Day Learning program—it pairs schools with community partners to fill curriculum gaps and offer personalized learning, mentoring, sports, arts, and service learning during a seamless extended day.

*In 2016, the NY State Education Department changed the testing experience and manner of the assessments for the ELA exam.
IMPACT INSIGHTS

EducateNYC is United Way of New York City’s community schools initiative that brings the supports and services needed to remove barriers and help students succeed in school.

Each year, in partnership with the New York City Department of Education (NYCDOE), UWNYC’s community schools initiative has been serving nearly 20,000 elementary, middle, and high school students and their families.

Since its inception in 2014, more than 40,000 students at 45 Attendance Improvement and Dropout Prevention (AIDP) initiative schools have been served. EducateNYC works with the NYCDOE Office of Community Schools to strengthen school and community-based organization (CBO) partnerships. These partnerships allow EducateNYC to provide increased attention to attendance improvement and implement an array of student and family services.

THE RESULTS:

- Mentored nearly 3,000 students participated in Success Mentoring—a program that pairs students with trained Success Mentor Corps members. Serving as advisors, motivators, connectors, and confidence-builders, Corps members keep at-risk and chronically absent students on track both in school and in life.
- Engaged nearly 6,000 students in Expanded-Day Learning—keeping them learning beyond the normal school day to continue their academic success.
- Provided more than 9,000 students with health and mental health services—ensuring they have the supports needed to advance their education.
- CBO partners gave more than 27,000 units of service across the 45 schools.

For more successes, a list of the services received by our community schools, and additional information about EducateNYC, please visit unitedwaynyc.org/ourimpact.
Kathleen Shamwell is the Community School Director at P.S. 15 in the East Village—one of UWNYC’s community schools, receiving funding for the AIDP initiative.

As part of the initiative, each of UWNYC’s 45 AIDP Community Schools was assigned a UWNYC Portfolio Manager who worked with the school to support work plan development, attendance assessment and coaching, and to strengthen communications.

In partnership with the portfolio manager, P.S. 15 looked to strengthen relationships between parents and caregivers, and school staff. Kathleen, along with school principal Irene Sanchez, created “Coffee and Conversations.”

This monthly meeting has provided parents the opportunity to ask questions, offer valuable feedback, and discuss a variety of topics pertaining to their children, the school, and the local community. Topics have ranged from school safety and dismissal policies, to academic instruction, expanded-learning programs, and parent workshop opportunities. Conversations even went over the school’s new website to ensure a user-friendly experience.

“Coffee and Conversations” has been an amazing program so far with about 20 parents attending each session.

“Thanks to the support we received from United Way of New York City, we learned about opportunities to improve our parent engagement in an effort to reduce chronic absenteeism,” said Shamwell. “We now have an open line of communication to the parents—getting them more involved with their children, other students, and the community to make sure our at-risk students get and stay on track to succeed.”
IMPACT INSIGHTS

FeedNYC works to strengthen the capacity of emergency food providers to distribute healthy, fresh food to underserved neighborhoods across NYC. This program helps address the nearly 3 million New Yorkers who regularly have trouble affording healthy food, and the 1.3 million New Yorkers who rely on soup kitchens and food pantries to feed themselves and their families every day.

THE RESULTS:

Through our partnership with 400 community-based organizations, our FeedNYC team:

- Distributed nearly $7 million in food support grants to more than 350 emergency food providers.
- Served 3.4 million meals across 360 emergency food pantries and soup kitchens, and distributed nearly 300,000 pounds of fresh, local produce to 48 emergency food providers.
- Organized 15 nutrition, hands-on cooking, and food safety workshops to educate pantry representatives about how to safely prepare and serve food, and how to cook healthy recipes using fresh produce.
- Allocated $90,000 for 3 Seed Grants for urban farming projects, giving emergency food providers access to healthy, fresh food.

For more successes and additional information about FeedNYC, please visit unitedwaynyc.org/ourimpact.
Brooklyn resident, Chris, was suffering from kidney disease. Going for dialysis treatment three days a week, he was unable to work, and his savings quickly depleted. He found comfort in his local church, and it was there that he learned about United Way of New York City’s FeedNYC program.

Holy Innocents is one of the local pantries funded by UWWNYC’s FeedNYC program—and the place that Chris received help when he needed it most. This pantry has been receiving food and operations support from UWWNYC for nearly a decade. And UWWNYC regularly leads food safety and nutritional hands-on cooking workshops for staff and volunteers from the pantry on ways to best serve their clients.

Living just a few streets away, Chris went to the pantry every other week to receive food support. “This pantry is one of the best in Brooklyn,” said Chris. “They are clean, orderly, and the people are so nice.” Realizing the importance of healthy, fresh foods, UWWNYC purchased a refrigerator for the pantry; and now, nearly half of the funding UWWNYC provides Holy Innocents is spent on fresh produce.

Chris—like many other pantry patrons—was able to take home fresh, nutritious fruits and vegetables that fueled and helped him remain strong as he battled his illness.

Thankfully, Chris was granted a kidney transplant. He no longer needs dialysis and is living a healthy life. Back on his feet and once again self-sufficient, Chris is proud to say he can give back to others now. “I used to go to Holy Innocents to get food; now I go to volunteer and give food.”
BenefitsAccessNYC connects families with critical assistance essential to becoming self-sufficient. This program includes benefits access, financial empowerment, and job-readiness opportunities that connect New Yorkers to resources that help get them on the path from poverty to prosperity.

THE RESULTS:

Through partnerships with seven CBOs, our Benefits Access team:

- Provided outreach to more than 102,000 households to inform them of benefits to which they may be entitled.
- Filed nearly 13,000 applications for the Supplemental Nutrition Assistance Program (SNAP).
- Enrolled nearly 6,000 households in a range of other public benefits.
- Helped more than 1,650 NYC families receive emergency cash assistance to prevent eviction.
- To date, assisted 1,048 Mott Haven residents in receiving free tax preparation, totaling nearly $800,000 in returns.
- Coordinated nearly 200 residents to receive financial coaching—25% increased their savings in one year by more than $600.

For more successes and additional information about BenefitsAccessNYC, please visit unitedwaynyc.org/ourimpact.
Nina was unemployed, unprepared, and running out of options when United Way of New York City’s BenefitsAccessNYC program stepped in to help.

As part of BenefitsAccessNYC, UWNYC matches volunteers with programs like the Coalition for the Homeless’ first Step Job Training Program—a course that provides homeless’s and low-income women training, support, education, and work experience to empower them to build a better life.

Nina, like many others, was provided the critical benefit of job-readiness training, like mock interviewing and resume review.

“I was stumped by some of the questions, but it made me think on my feet and give a natural response during my interview,” says Nina. “The tips the volunteer gave me, like being clear and confident in my interview, were a huge help. I recently used his advice on an interview, and I got the position!”

BenefitsAccessNYC is designed to connect New Yorkers to benefits that help move them along the path toward self-sufficiency.
IMPACT INSIGHTS

BoardServeNYC showcases United Way of New York City’s unique position in our community, connecting corporate and philanthropic sectors.

BoardServeNYC trains individuals to become effective board members and connects them to local nonprofits interested in strengthening their board of directors. In doing so, BoardServeNYC offers the opportunity for our corporate partners to participate with UWNYC more deeply, engaging employees in our mission and impact agenda year-round.

THE RESULTS:

- 185 people were accepted into BoardServeNYC program.
- 156 board candidates received training.
- 104 board members, including executive directors, received customized coaching.
- 23 newly trained board members were placed.
- 12 nonprofit boards trained in good governance.

For more successes to date and additional information about BoardServeNYC, please visit unitedwaynyc.org/boardservenyc.
Daniel is a real estate attorney who owns his own firm in Manhattan. Committed to giving back to his community, he had been an avid volunteer. But he was searching for a deeper connection with nonprofits who share his passion to serve the homeless.

In 2012, Daniel was accepted into United Way of New York City’s (UWNYC) BoardServeNYC program—a training that helps connect talented individuals with NYC nonprofits to share their skills and expertise as board members.

Shortly after completing the training, Daniel joined the board of directors at an organization that coordinates the health and social service needs of homeless people in NYC.

Having a close family member who struggled with homelessness most of his adult life, Daniel knew this was the perfect organization to dedicate his service. Daniel has been on the board for five years now, helping the organization raise necessary funds and awareness and working on multiple committees including finance, policy, and nominations and governance.

Today, voted in as a board chair, Daniel is thrilled to take on this new role as a leading advocate for the homeless. He looks forward to spearheading an effort to bring clients on to the board of directors, working to facilitate board trainings, and streamlining agendas. Thanks to UWNYC’s BoardServeNYC, Daniel is making a huge impact on the lives of our city’s homeless neighbors.
United Way of New York City engages the private sector as a critical stakeholder in social change. Our CORPORATE CITIZENSHIP PROGRAM provides corporate employers and employees with ways to achieve their business and corporate responsibility goals through substantive partnerships, employee engagement, volunteerism, employee resource groups, and event sponsorship. Our Corporate Citizens are organized into five unique levels based on their Impact Investment in UWNYC’s work.

**VISIONARY $500K+**

- Bill & Melinda Gates Foundation
- Hearst
- Limited Brands
- Macy’s Inc

**INNOVATOR $250K–$499K**

- American Express
- Bank of America Capital Markets
- BNY Mellon
- Brown Brothers Harriman
- Citigroup
- Deloitte
- Guardian
- Johnson & Johnson
- National Grid
- News Corp
- Samuel I. Newhouse Foundation
- TD Bank
- TD Securities
- UPS

**CHAMPION $100K–$249K**

- Assurant
- AT&T Corporation
- The Blackstone Group
- CIBC World Markets Corporation
- Elizabeth Arden
- Enterprise Holdings, Inc.
- Federal Reserve Bank of New York
- FedEx Corporation
- MetLife
- Pfizer
- PricewaterhouseCoopers, LLP
- The Sidley Austin Foundation
- Wells Fargo

**LEADER $50K–$99K**

- Anheuser-Busch
- Ernst & Young
- Irma T. Hirschl Trust
- JPMorgan Chase & Co.
- McKinsey & Company
- Memorial Sloan Kettering Cancer Center
- NBCUniversal
- Structure Tone, Inc.
- Target Corporation
- Tisch Foundation
- United Way Worldwide
- US Bank
**SUPPORTER $10K–$49K**

| Accenture, LLP | Fred Geller Electrical, Inc. | Proskauer Rose LLP |
| Alliant Insurance Services, Inc. | Goodwin Procter LLP | Red Ventures |
| Aon Foundation | High Point Solutions Inc. | Rhonda & Stratton Heath Charitable Fund |
| Birlasoft Inc. | IBM | Ropes & Gray, LLP |
| Blank Rome, LLP | J.C. Penney Company | Ruttura & Sons Construction |
| Bloomberg LP | JDP Mechanical, Inc. | Scripps Networks Interactive |
| Broadridge International Group, Ltd. | John Gallin & Sons, Inc. | Sionic Advisors |
| Brown Rudnick, LLP | Jones Lang Lasalle Americas | SJP Properties |
| Burris Construction | KPMG | Skadden, Arps, Slate, Meagher & Flom LLP |
| CBRE | L&K Partners, Inc. | Skanska |
| Chapman and Cutler LLP | Lesley G. Silvester Family Foundation | SRS Enterprises, Inc. |
| Chubb | Loeb & Loeb, LLP | Striano Enterprises, Inc. |
| Clune Construction | LVMH Moët Hennessy Louis Vuitton SE | SunTrust Bank |
| Colgate-Palmolive | Mass Electric Construction/ Kiewit | Sutherland Asbill & Brennan LLP |
| Colliers International | MaxMara Retail Ltd. | TCW Group |
| Comcast Corporation | May and Samuel Rudin Family Foundation | Tec Systems |
| Costco Wholesale Corporation | Miranda Partners LLC | Ted Moudis & Associates |
| Credit Suisse | Morrison & Foerster LLP | The Depository Trust & Clearing Corporation |
| Cross Management Corporation | National Football League | The Durst Organization |
| Delta Air Lines | Nationwide Insurance | The Fulcrum Group |
| Deutsche Bank | New York Giants | Thomson Reuters |
| DPR Construction | New York Jets | TIAA-CREF |
| Driscoll Foods | New York University | Time, Inc. |
| East West Bank | New York-Presbyterian Hospital | TMT Marble & Tile |
| Eclerx | Northern Trust International | Trinity Managers International, Inc. |
| Eli Lilly and Company | Noven Pharmaceuticals, Inc. | U.S. Steel & Carnegie Pension Fund |
| Empire Architectural Metal Corp. | P.E. Stone, Inc. | UniWorld Group |
| Experian | Payless ShoeSource, Inc. | Webster Business Credit Corporation |
| Express | Pitney Bowes, Inc. | Williams Community Relations |
| Fabiani Cohen & Halls, LLP | Plaza Construction LLC | Willis Towers Watson |
| Fenergo | Principal Financial Group | WPP Group USA, Inc. |
| First Service Corporation | Procter & Gamble Prestige | Zurich North America |
United Way of New York City hosted several exciting events throughout the year that engaged our donors, agencies, government leaders, and corporate partners.

These signature events highlighted our work and showcased the invaluable partnerships that were formed to better serve our communities.

Overall, our events raised **$3 MILLION**.
New York, Hilton Midtown

There’s only one place where the NFL’s New York Jets and the New York Giants come together for one great cause: UWNYC’s Gridiron Gala! For more than 20 years, the Gridiron Gala has been a night of fun and comradeship helping to strengthen New York City’s communities.

In 2016, the Gridron Gala raised nearly $2 million and honored the incredible impact made in the community by Darryl White (CEO and Group Head, BMO Capital Markets), Robert J. Kueppers (Partner, Sage Partners), Eric Decker (Wide Receiver, New York Jets), and Rashad Jennings (Running Back, New York Giants). Our MVP honorees were ReadNYC students from Mott Haven, who are making incredible strides at reading on grade-level. Co-chaired by Joseph A. Cabrera, Robert L. Friedman, Robert W. Mullen, and Brad A. Rothbaum in 2016, the Gridiron Gala has raised more than $28 million to date.

The Young Leaders Council

The Young Leaders Council (YLC) is a diverse group of more than 300 young philanthropic professionals dedicated to supporting UWNYC’s initiatives to make New York City work for every New Yorker. Throughout the year, the YLC hosts exciting and community-minded social events that provide opportunities to advocate on behalf of low-income New Yorkers while networking, raising nearly $50K in critical funds, and volunteering.

To learn more about our events, please visit: unitedwaynyc.org/events.
How do you measure a year?
At United Way of New York City, we measure in IMPACT! Whether we’re rallying together volunteers, raising and investing critical dollars, or teaming up with corporate and community partners, our impact is year-round.

OCT ’15
ROGER GOODELL AND THE NFL TEAM UP FOR HOMETOWN HUDDLE

As part of our 40-plus-year partnership with the NFL, we suited up for a league-wide day of service—Hometown Huddle. Focused on youth health and wellness, 160 volunteers, including Jets players and “The Commish,” painted murals, constructed a community garden, and ran youth football clinics at P.S. 30 Wilton in the Bronx. The day equipped more than 600 students with the tools and inspiration they need to lead active, healthier lives.

THE YEAR AT A GLANCE

How do you measure a year?
At United Way of New York City, we measure in IMPACT! Whether we’re rallying together volunteers, raising and investing critical dollars, or teaming up with corporate and community partners, our impact is year-round.

OCT ’15
ROGER GOODELL AND THE NFL TEAM UP FOR HOMETOWN HUDDLE

As part of our 40-plus-year partnership with the NFL, we suited up for a league-wide day of service—Hometown Huddle. Focused on youth health and wellness, 160 volunteers, including Jets players and “The Commish,” painted murals, constructed a community garden, and ran youth football clinics at P.S. 30 Wilton in the Bronx. The day equipped more than 600 students with the tools and inspiration they need to lead active, healthier lives.

THE YEAR AT A GLANCE

How do you measure a year?
At United Way of New York City, we measure in IMPACT! Whether we’re rallying together volunteers, raising and investing critical dollars, or teaming up with corporate and community partners, our impact is year-round.

OCT ’15
ROGER GOODELL AND THE NFL TEAM UP FOR HOMETOWN HUDDLE

As part of our 40-plus-year partnership with the NFL, we suited up for a league-wide day of service—Hometown Huddle. Focused on youth health and wellness, 160 volunteers, including Jets players and “The Commish,” painted murals, constructed a community garden, and ran youth football clinics at P.S. 30 Wilton in the Bronx. The day equipped more than 600 students with the tools and inspiration they need to lead active, healthier lives.

THE YEAR AT A GLANCE

How do you measure a year?
At United Way of New York City, we measure in IMPACT! Whether we’re rallying together volunteers, raising and investing critical dollars, or teaming up with corporate and community partners, our impact is year-round.

OCT ’15
ROGER GOODELL AND THE NFL TEAM UP FOR HOMETOWN HUDDLE

As part of our 40-plus-year partnership with the NFL, we suited up for a league-wide day of service—Hometown Huddle. Focused on youth health and wellness, 160 volunteers, including Jets players and “The Commish,” painted murals, constructed a community garden, and ran youth football clinics at P.S. 30 Wilton in the Bronx. The day equipped more than 600 students with the tools and inspiration they need to lead active, healthier lives.

THE YEAR AT A GLANCE

How do you measure a year?
At United Way of New York City, we measure in IMPACT! Whether we’re rallying together volunteers, raising and investing critical dollars, or teaming up with corporate and community partners, our impact is year-round.

OCT ’15
ROGER GOODELL AND THE NFL TEAM UP FOR HOMETOWN HUDDLE

As part of our 40-plus-year partnership with the NFL, we suited up for a league-wide day of service—Hometown Huddle. Focused on youth health and wellness, 160 volunteers, including Jets players and “The Commish,” painted murals, constructed a community garden, and ran youth football clinics at P.S. 30 Wilton in the Bronx. The day equipped more than 600 students with the tools and inspiration they need to lead active, healthier lives.

THE YEAR AT A GLANCE

How do you measure a year?
At United Way of New York City, we measure in IMPACT! Whether we’re rallying together volunteers, raising and investing critical dollars, or teaming up with corporate and community partners, our impact is year-round.

OCT ’15
ROGER GOODELL AND THE NFL TEAM UP FOR HOMETOWN HUDDLE

As part of our 40-plus-year partnership with the NFL, we suited up for a league-wide day of service—Hometown Huddle. Focused on youth health and wellness, 160 volunteers, including Jets players and “The Commish,” painted murals, constructed a community garden, and ran youth football clinics at P.S. 30 Wilton in the Bronx. The day equipped more than 600 students with the tools and inspiration they need to lead active, healthier lives.

THE YEAR AT A GLANCE

How do you measure a year?
At United Way of New York City, we measure in IMPACT! Whether we’re rallying together volunteers, raising and investing critical dollars, or teaming up with corporate and community partners, our impact is year-round.

OCT ’15
ROGER GOODELL AND THE NFL TEAM UP FOR HOMETOWN HUDDLE

As part of our 40-plus-year partnership with the NFL, we suited up for a league-wide day of service—Hometown Huddle. Focused on youth health and wellness, 160 volunteers, including Jets players and “The Commish,” painted murals, constructed a community garden, and ran youth football clinics at P.S. 30 Wilton in the Bronx. The day equipped more than 600 students with the tools and inspiration they need to lead active, healthier lives.

THE YEAR AT A GLANCE

How do you measure a year?
At United Way of New York City, we measure in IMPACT! Whether we’re rallying together volunteers, raising and investing critical dollars, or teaming up with corporate and community partners, our impact is year-round.

OCT ’15
ROGER GOODELL AND THE NFL TEAM UP FOR HOMETOWN HUDDLE

As part of our 40-plus-year partnership with the NFL, we suited up for a league-wide day of service—Hometown Huddle. Focused on youth health and wellness, 160 volunteers, including Jets players and “The Commish,” painted murals, constructed a community garden, and ran youth football clinics at P.S. 30 Wilton in the Bronx. The day equipped more than 600 students with the tools and inspiration they need to lead active, healthier lives.
NEWS CORP COMITS $325,000 AND 55,000 BOOKS TO OUR READNYC PROGRAM

News Corp, a new UWNYC corporate partner, committed $325,000 to fund staffing a Community School Director (CSD) at our six ReadNYC schools in Mott Haven. The CSD would connect children and families to community services that stabilize the family, ensure that each child’s development is supported in the home, and help parents to develop essential skills and assets to become self-sufficient.

Additionally, News Corp will help ReadNYC build libraries in 23 first-grade classrooms at our partner schools by providing 55,000 books over the next five years.

MAR ’16 READNYC SETS AN EXEMPLARY PACE

In partnership with Ariva, East Side House Settlement, and UWNYC corporate volunteers, our ReadNYC program helped 223 families in Mott Haven with tax prep, benefits screening, and financial counseling. We filed 205 returns for households with an average income of $12,128/year, and refunds totaled $281,870.

JUN ’16 WOMEN’S LEADERSHIP COUNCIL RAISES THE ROOF

At our 2016 Growing Healthy Readers Conference, with our partners at Reach Out and Read of Greater New York and Colgate “Bright Smiles, Bright Futures,” we brought cross-sector partners together to discuss how we can lock arms and work collaboratively to better support our City’s young readers and get them reading on grade-level. Conference-goers heard from panelists on how to cultivate corporate-philanthropic partnerships to nurture healthy readers, how doctors and parents can work together to develop children’s love of reading, and how to build a culture of literacy in the home and your community.

JUN ’16 WOMEN’S LEADERSHIP COUNCIL CELEBRATES 10TH ANNIVERSARY POWER OF WOMEN TO MAKE A DIFFERENCE AWARD LUNCHEON

MAY ’16 GRIDIRON GALA TAKES TO THE FIELD FOR NYC KIDS

MAR ’16 UWNYC WISHES DR. SEUSS A HAPPY BIRTHDAY

FEB ’16 READNYC TAX DAY DRIVES MORE THAN $280K BACK INTO THE COMMUNITY

In partnership with Ariva, East Side House Settlement, and UWNYC corporate volunteers, our ReadNYC program helped 223 families in Mott Haven with tax prep, benefits screening, and financial counseling. We filed 205 returns for households with an average income of $12,128/year, and refunds totaled $281,870.

JUN ’16 YOUNG LEADERS COUNCIL RAISES THE ROOF

At our 2016 Growing Healthy Readers Conference, with our partners at Reach Out and Read of Greater New York and Colgate “Bright Smiles, Bright Futures,” we brought cross-sector partners together to discuss how we can lock arms and work collaboratively to better support our City’s young readers and get them reading on grade-level. Conference-goers heard from panelists on how to cultivate corporate-philanthropic partnerships to nurture healthy readers, how doctors and parents can work together to develop children’s love of reading, and how to build a culture of literacy in the home and your community.

GROWING HEALTHY READERS CONFERENCE BUILDS COLLABORATION

APR ’16 HEARST IMPACTS NEARLY 4,000 READNYC STUDENTS

MAR ’16 READNYC SETS AN EXEMPLARY PACE

In partnership with Ariva, East Side House Settlement, and UWNYC corporate volunteers, our ReadNYC program helped 223 families in Mott Haven with tax prep, benefits screening, and financial counseling. We filed 205 returns for households with an average income of $12,128/year, and refunds totaled $281,870.
DOLLARS AT WORK

REVENUE

Grants and Contracts .................................................. $32,213,385
Workplace Campaigns and Individual Giving ...................... $26,612,073
Special Events and Other .............................................. $3,554,342

TOTAL REVENUE ..................................................... $62,379,800

Supporting Cost:
Management & General ............................................ (7,856,760)
Fundraising ............................................................... (4,035,751)

TOTAL AVAILABLE TO BE INVESTED IN THE COMMUNITY ...... $50,487,289

DOLLARS INVESTED IN THE COMMUNITY

ReadNYC | EducateNYC .................................................. $21,599,998
FeedNYC ............................................................... $8,956,767
BenefitsAccessNYC .................................................... $3,772,313
BoardServeNYC, Capacity Building & Other Initiatives ............ $1,355,283
Gifts directed by Donors to Individual Agencies ...................... $16,408,172

TOTAL INVESTED IN THE COMMUNITY . . . . $52,092,533
Our community partners—nearly 600 strong—are woven into every aspect of our UWNYC community. They bring our strategies to life in neighborhoods across our City, offering real solutions for love, health, and their family.

For more information about our partners, please visit unitedwaynyc.org
## OUR BOARD OF DIRECTORS

**CHAIR**  
ROBERT J. KUEPPERS  
Partner  
Sage Partners

**VICE CHAIR**  
JOSEPH A. CABRERA  
Vice Chairman, Eastern Region  
Colliers International

**SECRETARY**  
CHERYLE A. WILLIS  
President  
JALAD Group

**TREASURER**  
DONALD F. DONAHUE  
President and CEO  
Miranda Partners, LLC

### ANDREW ALFANO  
Chief Operating Officer  
The Learning Experience

### SUSAN L. BURDEN  
Managing Director, Division Executive  
U.S. Trust, Bank of America Private Wealth Management

### LISA CARNOY  
Managing Director, Division Executive  
U.S. Trust, Bank of America Private Wealth Management

### J. EMILIO CARRILLO, MD, MPH  
Vice President, Community Health  
New York-Presbyterian

### BERNICE A. CLARK  
Senior Vice President, Marketing Strategy & Planning  
Macy’s, Inc.

### MARIANNE D. COOPER  
Managing Director  
IBM Corporation

### STEPHEN J. DANNHAUSER  
Weil, Gotshal & Manges LLP

### KIMBERLY B. DAVIS  
Managing Director  
Teneo Strategy

### BRENDAN DOUGHER  
New York Metro Managing Partner  
PricewaterhouseCoopers, LLP

### ROBERT A. DuPUY  
Attorney-at-Law  
Foley & Lardner LLP

### WILLIAM K. FLEMMING  
President & Chief Executive Officer  
Skanska USA Building, Inc.

### ROBERT L. FRIEDMAN  
Senior Advisor  
The Blackstone Group

### DIPTI S. GULATI  
Partner, AERS  
Deloitte & Touche LLP

### JOSHUA B. MASON  
Senior Managing Director  
The Blackstone Group

### NEIL MASTERS  
Executive Vice President/Chief Transformation Officer  
Thomson Reuters Corp.

### ISIDORE MAYROCK  
President  
REI, LLC

### ANISH MELWANI  
Chairman & CEO  
LVMH Moët Hennessy Louis Vuitton SE

### TED MOUDIS  
AIA, Senior Principal  
Ted Moudis Associates

### ROBERT W. MULLEN  
Chief Executive Officer  
Structure Tone, Inc.

### DAVID OWEN  
Chief Administrative Officer  
JPMorgan Chase & Co.

### DENISE M. PICKETT  
President of U.S. Consumer Products and Services  
American Express

### JENNIFER J. RAAB  
President  
Hunter College, CUNY

### FELIX V. MATOS RODRIGUEZ, Ph.D.  
President  
Queens College, CUNY

### BRAD A. ROTHBAUM  
Chief Operating Officer  
BMO Capital Markets

### MICHAEL J. SCHMIDTBERGER  
Partner  
Sidley Austin LLP

### JEFFREY SHERMAN  
President  
Echo Design Group

### AMANI TOOMER  
Rossie Emmitt Turman III  
Partner  
Skadden, Arps, Slate, Meagher & Flom LLP

### CHARLES P. WANG  
President  
Chinese American Cultural & Art Association

### RUDOLPH WYNTER  
President, FERC  
Regulated Businesses  
National Grid

### KYUNG B. YOON  
Executive Director  
Korean American Community Foundation

### NANCY L. ZIMMER, Ph.D.  
Chancellor  
State University of New York
EXECUTIVE LEADERSHIP

SHEENA WRIGHT
President &
Chief Executive Officer

WALLACE BACHMAN
Senior Vice President &
Chief Talent Officer

SUSAN DAVIES
Senior Vice President &
Chief Development Officer

NICOLE GALLANT
Senior Vice President &
Chief Impact Officer

LESLEIGH IRISH-UNDERWOOD
Senior Vice President &
Chief Marketing Officer

JACQUELINE JENKINS
Senior Vice President,
Office of Strategy Management

Note: Photograph not provided for John McKeegney, Interim Executive VP, Chief Financial & Operations Officer.