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Form **990**

Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except black lung benefit trust or private foundation)

▶ The organization may have to use a copy of this return to satisfy state reporting requirements

OMB No 1545-0047

2009

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

A For the 2009 calendar year, or tax year beginning 07-01 , 2009, and ending 06-30 , 20 10

B Check if applicable
- ☐ Address change
- ☐ Name change
- ☐ Initial return
- ☐ Terminated
- ☐ Amended return
- ☐ Application pending

Please use IRS label or print or type. See Specific Instructions

C Name of organization UNITED WAY OF NORTHERN ARIZONA INC

Doing Business As

Number and street (or P O box if mail is not delivered to street address) 1515 E CEDAR AVE SUITE D-1

Room/suite

City or town, state or country, and ZIP + 4 Flagstaff, AZ 86004

D Employer identification no. 86-0211666

E Telephone number

G Gross receipts $ 2,712,096

F Name and address of principal officer

H(a) Is this a group return for affiliates? ☐ Yes ☒ No

H(b) Are all affiliates included? ☐ Yes ☐ No
If "No," attach a list (see instructions)

H(c) Group exemption number ▶

I Tax-exempt status ☒ 501(c) (3) ◀ (insert no) ☐ 4947(a)(1) or ☐ 527

J Website. ▶ N/A

K Form of organization ☒ Corporation ☐ Trust ☐ Association ☐ Other ▶

L Year of formation 1967

M State of legal domicile AZ

Part I Summary

1 Briefly describe the organization's mission or most significant activities: IMPROVING LIVES BY MOBILIZING COMMUNITIES TO CREATE LASTING CHANGES IN COMMUNITY CONDITIONS.

Activities & Governance

2	Check this box ▶ ☐ if the organization discontinued its operations or disposed of more than 25% of its net assets		
3	Number of voting members of the governing body (Part VI, line 1a)	3	27
4	Number of independent voting members of the governing body (Part VI, line 1b)	4	27
5	Total number of employees (Part V, line 2a)	5	16
6	Total number of volunteers (estimate if necessary)	6	29
7a	Total gross unrelated business revenue from Part VIII, column (C), line 12	7a	0
b	Net unrelated business taxable income from Form 990-T, line 34	7b	0

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		Prior Year	Current Year
8	Contributions and grants (Part VIII, line 1h)	2,457,702	2,610,368
9	Program service revenue (Part VIII, line 2g)		0
10	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	(2,742)	21,178
11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	162,474	80,550
12	Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	2,617,434	2,712,096
13	Grants and similar amounts paid (Part IX, column (A), lines 1-3)	1,410,800	1,511,306
14	Benefits paid to or for members (Part IX, column (A), line 4)		0
15	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	687,406	646,572
16a	Professional fundraising fees (Part IX, column (A), line 11e)		0
b	Total fundraising expenses (Part IX, column (D), line 25) ▶ 220,100		
17	Other expenses (Part IX, column (A), lines 11a-11d, 11f-24f)	540,056	515,019
18	Total expenses Add lines 13-17 (must equal Part IX, column (A), line 25)	2,638,262	2,672,897
19	Revenue less expenses Subtract line 18 from line 12	(20,828)	39,199

		Beginning of Current Year	End of Year
20	Total assets (Part X, line 16)	2,512,509	2,357,083
21	Total liabilities (Part X, line 26)	777,520	582,895
22	Net assets or fund balances Subtract line 21 from line 20	1,734,989	1,774,188

SCANNED DEC 06 2010

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge

Sign Here

Signature of officer — Date 11/10/10

Type or print name and title: President + CEO — TREASURER AND BERTELSEN

Paid Preparer's Use Only

Preparer's signature	Johanna Klomann, CPA	Date 11-09-2010	Check if self-employed ☐
Firm's name (or yours if self-employed), address, and ZIP + 4	JOHANNA KLOMANN CPA PLLC 419 W ASPEN AVE FLAGSTAFF, AZ 86001	EIN ▶	Preparer's identifying number (see instructions)
		Phone no ▶ 928-774-8995	

May the IRS discuss this return with the preparer shown above? (see instructions) ☐ Yes ☒ No

G16 24

Part III . Statement of Program Service Accomplishments

1 Briefly describe the organization's mission

IMPROVING LIVES BY MOBILIZING COMMUNITIES TO CREATE LASTING CHANGES IN COMMUNITY CONDITIONS.

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? . . . . . ☐ Yes ☒ No

If "Yes," describe these new services on Schedule O

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? . . . . . ☐ Yes ☒ No

If "Yes," describe these changes on Schedule O

4 Describe the exempt purpose achievements for each of the organization's three largest program services by expenses Section 501(c)(3) and 501(c)(4) organizations and section 4947(a)(1) trusts are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported

4a (Code) (Expenses $ 961,050 including grants of $) (Revenue $)

COMMUNITY INVESTMENT: UNITED WAY OF NORTHERN ARIZONA IS COMMITTED TO ADVANCING THE COMMON GOOD BY FORGING RELATIONSHIPS WITH MANY PARTNERS THROUGHOUT THE COMMUNITY. THESE PARTNERSHIPS AND COLLABORATIONS FOCUS ON IMPROVING LIVES IN THE AREAS OF EDUCATION, INCOME AND HEALTH WITH 52 DIVERSE HEALTH AND HUMAN SERVICES PARTNERS. THESE PARTNERS UNDERGO A VIGOROUS APPLICATION PROCESS ENSURING THE FUNDS ARE USED IN ACCORDANCE TO THE STRICT REQUIREMENTS OF UNITED WAY OF NORTHERN ARIZONA. SCHEDULE I REPORTS THESE AMOUNTS SEPARATELY FROM THE DONOR REQUESTED DESIGNATIONS.

4b (Code) (Expenses $ 550,256 including grants of $) (Revenue $)

DONOR DESIGNATIONS: UNITED WAY OF NORTHERN ARIZONA HONORS DONOR REQUESTED DESIGNATIONS TO VARIOUS VERIFIED NOT FOR PROFIT 501(C)3 AGENCIES AS A COURTESY TO DONORS. SCHEDULE I REPORTS THESE AMOUNTS SEPARATELY.

4c (Code) (Expenses $ 770,887 including grants of $) (Revenue $)

See SERVICES page for a description of this program service.

4d Other program services (Describe in Schedule O)

(Expenses $ including grants of $) (Revenue $)

4e **Total program service expenses** ▶ 2,282,193

Part IV Checklist of Required Schedules

			Yes	No
1	Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? If "Yes," complete Schedule A	1	X	
2	Is the organization required to complete Schedule B, Schedule of Contributors?	2	X	
3	Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? If "Yes," complete Schedule C, Part I	3		X
4	**Section 501(c)(3) organizations.** Did the organization engage in lobbying activities? If "Yes," complete Schedule C, Part II	4		X
5	**Section 501(c)(4), 501(c)(5), and 501(c)(6) organizations.** Is the organization subject to the section 6033(e) notice and reporting requirement and proxy tax? If "Yes," complete Schedule C, Part III	5		
6	Did the organization maintain any donor advised funds or any similar funds or accounts where donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? If "Yes," complete Schedule D, Part I	6		X
7	Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? If "Yes," complete Schedule D, Part II	7		X
8	Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes," complete Schedule D, Part III	8		X
9	Did the organization report an amount in Part X, line 21, serve as a custodian for amounts not listed in Part X, or provide credit counseling, debt management, credit repair, or debt negotiation services? If "Yes," complete Schedule D, Part IV	9		X
10	Did the organization, directly or through a related organization, hold assets in term, permanent, or quasi-endowments? If "Yes," complete Schedule D, Part V	10	X	
11	Is the organization's answer to any of the following questions "Yes"? If so, complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable	11	X	
•	Did the organization report an amount for land, buildings, and equipment in Part X, line 10? If "Yes," complete Schedule D, Part VI			
•	Did the organization report an amount for investments - other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VII			
•	Did the organization report an amount for investments - program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VIII			
•	Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part IX			
•	Did the organization report an amount for other liabilities in Part X, line 25? If "Yes," complete Schedule D, Part X			
•	Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48? If "Yes," complete Schedule D, Part X			
12	Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete Schedule D, Parts XI, XII, and XIII	12	X	
12A	Was the organization included in consolidated, independent audited financial statements for the tax year? If "Yes," completing Schedule D, Parts XI, XII, and XIII is optional (Yes: , No: X)	12A		X
13	Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E	13		X
14a	Did the organization maintain an office, employees, or agents outside of the United States?	14a		X
b	Did the organization have aggregate revenues or expenses of more than $10,000 from grantmaking, fundraising, business, and program service activities outside the United States? If "Yes," complete Schedule F, Part I	14b		X
15	Did the organization report on Part IX, column (A), line 3, more than $5,000 of grants or assistance to any organization or entity located outside the United States? If "Yes," complete Schedule F, Part II	15		X
16	Did the organization report on Part IX, column (A), line 3, more than $5,000 of aggregate grants or assistance to individuals located outside the United States? If "Yes," complete Schedule F, Part III	16		X
17	Did the organization report a total of more than $15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? If "Yes," complete Schedule G, Part I	17		X
18	Did the organization report more than $15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? If "Yes," complete Schedule G, Part II	18		X
19	Did the organization report more than $15,000 of gross income from gaming activities on Part VIII, line 9a? If "Yes," complete Schedule G, Part III	19		X
20	Did the organization operate one or more hospitals? If "Yes," complete Schedule H	20		X

Part IV Checklist of Required Schedules (continued)

			Yes	No
21	Did the organization report more than $5,000 of grants and other assistance to governments and organizations in the United States on Part IX, column (A), line 1? If "Yes," complete Schedule I, Parts I and II	21	X	
22	Did the organization report more than $5,000 of grants and other assistance to individuals in the United States on Part IX, column (A), line 2? If "Yes," complete Schedule I, Parts I and III	22		X
23	Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? If "Yes," complete Schedule J	23		X
24a	Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than $100,000 as of the last day of the year, that was issued after December 31, 2002? If "Yes," answer lines 24b through 24d and complete Schedule K If "No," go to line 25	24a		X
b	Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	24b		
c	Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?	24c		
d	Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?	24d		
25a	**Section 501(c)(3) and 501(c)(4) organizations.** Did the organization engage in an excess benefit transaction with a disqualified person during the year? If "Yes," complete Schedule L, Part I	25a		X
b	Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? If "Yes," complete Schedule L, Part I	25b		X
26	Was a loan to or by a current or former officer, director, trustee, key employee, highly compensated employee, or disqualified person outstanding as of the end of the organization's tax year? If "Yes," complete Schedule L, Part II	26		X
27	Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor, or a grant selection committee member, or to a person related to such an individual? If "Yes," complete Schedule L, Part III	27		X
28	Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions)			
a	A current or former officer, director, trustee, or key employee? If "Yes," complete Schedule L, Part IV	28a		X
b	A family member of a current or former officer, director, trustee, or key employee? If "Yes," complete Schedule L, Part IV	28b		X
c	An entity of which a current or former officer, director, trustee, or key employee of the organization (or a family member) was an officer, director, trustee, or direct or indirect owner? If "Yes," complete Schedule L, Part IV	28c		X
29	Did the organization receive more than $25,000 in non-cash contributions? If "Yes," complete Schedule M	29		X
30	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? If "Yes," complete Schedule M	30		X
31	Did the organization liquidate, terminate, or dissolve and cease operations? If "Yes," complete Schedule N, Part I	31		X
32	Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? If "Yes," complete Schedule N, Part II	32		X
33	Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301 7701-2 and 301 7701-3? If "Yes," complete Schedule R, Part I	33		X
34	Was the organization related to any tax-exempt or taxable entity? If "Yes," complete Schedule R, Parts II, III, IV, and V, line 1	34		X
35	Is any related organization a controlled entity within the meaning of section 512(b)(13)? If "Yes," complete Schedule R, Part V, line 2	35		X
36	**Section 501(c)(3) organizations.** Did the organization make any transfers to an exempt non-charitable related organization? If "Yes," complete Schedule R, Part V, line 2	36		X
37	Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? If "Yes," complete Schedule R, Part VI	37		X
38	Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11 and 19? **Note.** All Form 990 filers are required to complete Schedule O	38	X	

Part V Statements Regarding Other IRS Filings and Tax Compliance

				Yes	No
1a	Enter the number reported in Box 3 of Form 1096, Annual Summary and Transmittal of U S Information Returns Enter -0- if not applicable	1a	16		
b	Enter the number of Forms W-2G included in line 1a Enter -0- if not applicable	1b	0		
c	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	1c		X	
2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return	2a	16		
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns?	2b		X	
	Note. If the sum of lines 1a and 2a is greater than 250, you may be required to e-file this return (see instructions)				
3a	Did the organization have unrelated business gross income of $1,000 or more during the year covered by this return?	3a			X
b	If "Yes," has it filed a Form 990-T for this year? If "No," provide an explanation in Schedule O	3b			
4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?	4a			X
b	If "Yes," enter the name of the foreign country ▶ _____ See the instructions for exceptions and filing requirements for Form TD F 90-22.1, Report of Foreign Bank and Financial Accounts				
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?	5a			X
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	5b			X
c	If "Yes," to line 5a or 5b, did the organization file Form 8886-T, Disclosure by Tax-Exempt Entity Regarding Prohibited Tax Shelter Transaction?	5c			
6a	Does the organization have annual gross receipts that are normally greater than $100,000, and did the organization solicit any contributions that were not tax deductible?	6a		X	
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?	6b		X	
7	**Organizations that may receive deductible contributions under section 170(c).**				
a	Did the organization receive a payment in excess of $75 made partly as a contribution and partly for goods and services provided to the payor?	7a			X
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?	7b			
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?	7c			X
d	If "Yes," indicate the number of Forms 8282 filed during the year	7d			
e	Did the organization, during the year, receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	7e			X
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	7f			X
g	For all contributions of qualified intellectual property, did the organization file Form 8899 as required?	7g			X
h	For contributions of cars, boats, airplanes, and other vehicles, did the organization file a Form 1098-C as required?	7h			X
8	**Sponsoring organizations maintaining donor advised funds and section 509(a)(3) supporting organizations.** Did the supporting organization, or a donor advised fund maintained by a sponsoring organization, have excess business holdings at any time during the year?	8			
9	**Sponsoring organizations maintaining donor advised funds.**				
a	Did the organization make any taxable distributions under section 4966?	9a			
b	Did the organization make a distribution to a donor, donor advisor, or related person?	9b			
10	**Section 501(c)(7) organizations.** Enter				
a	Initiation fees and capital contributions included on Part VIII, line 12	10a			
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	10b			
11	**Section 501(c)(12) organizations.** Enter				
a	Gross income from members or shareholders	11a			
b	Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them)	11b			
12a	**Section 4947(a)(1) non-exempt charitable trusts.** Is the organization filing Form 990 in lieu of Form 1041?	12a			
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year	12b			

Part VI **Governance, Management, and Disclosure** For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O See instructions

Section A. Governing Body and Management

				Yes	No
1a	Enter the number of voting members of the governing body	1a	27		
b	Enter the number of voting members that are independent	1b	27		
2	Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?		2		X
3	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors or trustees, or key employees to a management company or other person?		3		X
4	Did the organization make any significant changes to its organizational documents since the prior Form 990 was filed?		4		X
5	Did the organization become aware during the year of a material diversion of the organization's assets?		5		X
6	Does the organization have members or stockholders?		6		X
7a	Does the organization have members, stockholders, or other persons who may elect one or more members of the governing body?		7a		X
b	Are any decisions of the governing body subject to approval by members, stockholders, or other persons?		7b		X
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following				
a	The governing body?		8a	X	
b	Each committee with authority to act on behalf of the governing body?		8b	X	
9	Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O		9		X

Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code)

			Yes	No
10a	Does the organization have local chapters, branches, or affiliates?	10a		X
b	If "Yes," does the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with those of the organization?	10b		
11	Has the organization provided a copy of this Form 990 to all members of its governing body before filing the form?	11	X	
11a	Describe in Schedule O the process, if any, used by the organization to review this Form 990			
12a	Does the organization have a written conflict of interest policy? If "No," go to line 13	12a	X	
b	Are officers, directors or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	12b	X	
c	Does the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this is done	12c	X	
13	Does the organization have a written whistleblower policy?	13	X	
14	Does the organization have a written document retention and destruction policy?	14	X	
15	Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?			
a	The organization's CEO, Executive Director, or top management official	15a	X	
b	Other officers or key employees of the organization	15b	X	
	If "Yes" to line 15a or 15b, describe the process in Schedule O (See instructions.)			
16a	Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?	16a		X
b	If "Yes," has the organization adopted a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and taken steps to safeguard the organization's exempt status with respect to such arrangements?	16b		

Section C. Disclosure

17 List the states with which a copy of this Form 990 is required to be filed ▶ AZ

18 Section 6104 requires an organization to make its Forms 1023 (or 1024 if applicable), 990, and 990-T (501(c)(3)s only) available for public inspection Indicate how you make these available. Check all that apply

[X] Own website [ ] Another's website [X] Upon request

19 Describe in Schedule O whether (and if so, how), the organization makes its governing documents, conflict of interest policy, and financial statements available to the public.

20 State the name, physical address, and telephone number of the person who possesses the books and records of the organization ▶ UNITED WAY OF NORTHERN ARIZONA INC (928)773-9813
1515 E CEDAR AVE SUITE D-1 Flagstaff, AZ 86004

Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

1a Complete this table for all persons required to be listed Report compensation for the calendar year ending with or within the organization's tax year Use Schedule J-2 if additional space is needed

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation Enter -0- in columns (D), (E), and (F) if no compensation was paid
- List all of the organization's **current** key employees. See instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than $100,000 from the organization and any related organizations
- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than $100,000 of reportable compensation from the organization and any related organizations
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than $10,000 of reportable compensation from the organization and any related organizations.

List persons in the following order individual trustees or directors, institutional trustees, officers, key employees, highest compensated employees; and former such persons

☐ Check this box if the organization did not compensate any current officer, director, or trustee

(A) Name and Title	(B) Average hours per week	(C) Position (check all that apply)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
DAVID ABEYTA DIRECTOR	1.00	X						0	0	0
LIZ ARCHULETA DIRECTOR	1.00	X								
CHRIS BAVASI DIRECTOR	1.00	X								
ANDY BERTELSEN TREASURER	3.00	X								
BILL BRADEL DIRETOR	1.00	X								
STACEY BUTTON DIRECTOR	1.00	X								
BILL CALLOWAY BOARD CHAIR	2.00	X								
MYRNA RODRIGUEZ CARTER DIRECTOR	1.00	X								
BRENT COOPER DIRECTOR	1.00	X								
OSCAR DOCTOR DIRECTOR	1.00	X								
JERI DUSTIR DIRECTOR	1.00	X								
LENA FOWLER DIRECTOR	1.00	X								
SHELLY HALL DIRECTOR	1.00	X								
DANIEL KAIN DIRECTOR	1.00	X								
SCOTT KEMP VICE CHAIR	2.00	X								
TIM KINNEY DIRECTOR	1.00	X								

Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

(A) Name and Title	(B) Average hours per week	(C) Position (check all that apply)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
SUSANNA MAXWELL DIRECTOR	1.00	X								
CINDY MAY DIRECTOR	1.00	X								
MIKE MCELMURY DIRECTOR	1.00	X								
BERT MCKINNON DIRECTOR	1.00	X								
KIMBERLY OTT DIRECTOR	1.00	X								
PAUL GIGUERE DIRECTOR	1.00	X								
STEVE PERU DIRECTOR	1.00	X								
SARA PRESLER DIRECTOR	1.00	X								
DIETRICH SAUER DIRECTOR	1.00	X								
JOHN SININGER DIRECTOR	1.00	X								
MICHAEL STEVENSON DIRECTOR	1.00	X								
KERRY BLUME PRESIDENT/CEO	40.00			X				105,657	0	0
1b Total ▶								105,657	0	0

2 Total number of individuals (including but not limited to those listed above) who received more than $100,000 in reportable compensation from the organization ▶ 1

			Yes	No
3	Did the organization list any **former** officer, director or trustee, key employee, or highest compensated employee on line 1a? If "Yes," complete Schedule J for such individual	3		X
4	For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than $150,000? If "Yes," complete Schedule J for such individual	4		X
5	Did any person listed on line 1a receive or accrue compensation from any unrelated organization for services rendered to the organization? If "Yes," complete Schedule J for such person	5		X

Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than $100,000 of compensation from the organization

(A) Name and business address	(B) Description of services	(C) Compensation

2 Total number of independent contractors (including but not limited to those listed above) who received more than $100,000 in compensation from the organization ▶

Part VIII Statement of Revenue

				(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512, 513, or 514
Contributions, gifts, grants and other similar amounts	1a	Federated campaigns	1a				
	b	Membership dues	1b				
	c	Fundraising events	1c				
	d	Related organizations	1d				
	e	Government grants (contributions)	1e	383,385			
	f	All other contributions, gifts, grants, and similar amounts not included above	1f	2,226,983			
	g	Noncash contributions included in lines 1a-1f $					
	h	**Total.** Add lines 1a-1f		2,610,368			
Program Service Revenue			Business Code				
	2a						
	b						
	c						
	d						
	e						
	f	All other program service revenue					
	g	**Total.** Add lines 2a-2f					
Other Revenue	3	Investment income (including dividends, interest, and other similar amounts)		21,701			21,701
	4	Income from investment of tax-exempt bond proceeds					
	5	Royalties					
			(i) Real	(ii) Personal			
	6a	Gross Rents	4,800				
	b	Less rental expenses					
	c	Rental income or (loss)	4,800				
	d	Net rental income or (loss)			4,800		4,800
			(i) Securities	(ii) Other			
	7a	Gross amount from sales of assets other than inventory		(523)			
	b	Less cost or other basis and sales expenses					
	c	Gain or (loss)		(523)			
	d	Net gain or (loss)			(523)		(523)
	8a	Gross income from fundraising events (not including $ _____ of contributions reported on line 1c) See Part IV, line 18	a				
	b	Less direct expenses	b				
	c	Net income or (loss) from fundraising events					
	9a	Gross income from gaming activities See Part IV, line 19	a				
	b	Less direct expenses	b				
	c	Net income or (loss) from gaming activities					
	10a	Gross sales of inventory, less returns and allowances	a				
	b	Less cost of goods sold	b				
	c	Net income or (loss) from sales of inventory					
		Miscellaneous Revenue	Business Code				
	11a	ADMIN FEES-DESIGNATED	900099	30,595			30,595
	b	ADMIN FEES-GVNMT AGENCY	900099	45,155			45,155
	c						
	d	All other revenue					
	e	**Total.** Add lines 11a-11d		75,750			
	12	**Total revenue.** See instructions		2,712,096	0	0	101,728

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns.

All other organizations must complete column (A) but are not required to complete columns (B), (C), and (D).

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to governments and organizations in the U S See Part IV, line 21	1,511,306	1,511,306		
2 Grants and other assistance to individuals in the U S See Part IV, line 22				
3 Grants and other assistance to governments, organizations, and individuals outside the U S See Part IV, lines 15 and 16				
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	108,088	64,853	21,618	21,617
6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages	429,738	289,220	51,720	88,798
8 Pension plan contributions (include section 401(k) and section 403(b) employer contributions)				
9 Other employee benefits	67,254	44,294	8,783	14,177
10 Payroll taxes	41,492	27,080	5,773	8,639
11 Fees for services (non-employees)				
a Management				
b Legal				
c Accounting	27,904		27,904	
d Lobbying				
e Professional fundraising services See Part IV, line 17				
f Investment management fees				
g Other	39,494	36,175	1,499	1,820
12 Advertising and promotion	6,048			6,048
13 Office expenses	17,116	6,996	7,886	2,234
14 Information technology	26,028	20,311	2,830	2,887
15 Royalties				
16 Occupancy	26,565	11,407	12,677	2,481
17 Travel	26,845	17,087	4,322	5,436
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings				
20 Interest	2,266	1,578	343	345
21 Payments to affiliates	17,240	756	16,320	164
22 Depreciation, depletion, and amortization	43,518	30,314	6,602	6,602
23 Insurance	6,062	4,224	918	920
24 Other expenses Itemize expenses not covered above (Expenses grouped together and labeled miscellaneous may not exceed 5% of total expenses shown on line 25 below)				
a SPECIAL PROJECTS	181,794	181,720	74	
b PRINTING/PUBLISHING/POSTAGE	13,622	6,795	(5,104)	11,931
c RENT EXPENSE		3,913	(3,913)	
d DUES AND SUBSCRIPTIONS	5,993	4,179	999	815
e TRAINING	8,361	5,345	1,148	1,868
f All other expenses	66,163	14,640	8,205	43,318
25 **Total functional expenses.** Add lines 1 through 24f	2,672,897	2,282,193	170,604	220,100
26 **Joint Costs.** Check here ▶ ☐ if following SOP 98-2. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation				

Part X Balance Sheet

				(A) Beginning of year		(B) End of year
Assets	1	Cash - non-interest-bearing		421,153	1	383,991
	2	Savings and temporary cash investments		490,251	2	520,044
	3	Pledges and grants receivable, net		896,572	3	862,080
	4	Accounts receivable, net			4	
	5	Receivables from current and former officers, directors, trustees, key employees, and highest compensated employees Complete Part II of Schedule L			5	
	6	Receivables from other disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) Complete Part II of Schedule L			6	
	7	Notes and loans receivable, net		95,536	7	20,925
	8	Inventories for sale or use			8	
	9	Prepaid expenses and deferred charges			9	
	10a	Land, buildings, and equipment cost or other basis Complete Part VI of Schedule D	10a 822,855			
	b	Less accumulated depreciation	10b 252,812	608,997	10c	570,043
	11	Investments - publicly traded securities			11	
	12	Investments - other securities See Part IV, line 11			12	
	13	Investments - program-related See Part IV, line 11			13	
	14	Intangible assets			14	
	15	Other assets See Part IV, line 11			15	
	16	**Total assets.** Add lines 1 through 15 (must equal line 34)		2,512,509	16	2,357,083
Liabilities	17	Accounts payable and accrued expenses		192,565	17	177,829
	18	Grants payable			18	
	19	Deferred revenue		101,684	19	108,187
	20	Tax-exempt bond liabilities			20	
	21	Escrow or custodial account liability Complete Part IV of Schedule D			21	
	22	Payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons Complete Part II of Schedule L			22	
	23	Secured mortgages and notes payable to unrelated third parties		56,664	23	21,738
	24	Unsecured notes and loans payable to unrelated third parties			24	
	25	Other liabilities Complete Part X of Schedule D		426,607	25	275,141
	26	**Total liabilities.** Add lines 17 through 25		777,520	26	582,895
Net Assets or Fund Balances		**Organizations that follow SFAS 117, check here ▶ [X] and complete lines 27 through 29, and lines 33 and 34.**				
	27	Unrestricted net assets		104,082	27	959,693
	28	Temporarily restricted net assets		1,630,907	28	814,495
	29	Permanently restricted net assets			29	
		Organizations that do not follow SFAS 117, check here ▶ [ ] and complete lines 30 through 34.				
	30	Capital stock or trust principal, or current funds			30	
	31	Paid-in or capital surplus, or land, building, or equipment fund			31	
	32	Retained earnings, endowment, accumulated income, or other funds			32	
	33	Total net assets or fund balances		1,734,989	33	1,774,188
	34	Total liabilities and net assets/fund balances		2,512,509	34	2,357,083

Part XI Financial Statements and Reporting

			Yes	No
1	Accounting method used to prepare the Form 990 ☐ Cash ☒ Accrual ☐ Other _____ If the organization changed its methods of accounting from a prior year or checked "Other," explain in Schedule O			
2a	Were the organization's financial statements compiled or reviewed by an independent accountant?	2a		X
b	Were the organization's financial statements audited by an independent accountant?	2b	X	
c	If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O	2c	X	
d	If "Yes" to line 2a or 2b, check a box below to indicate whether the financial statements for the year were issued on a consolidated basis, separate basis, or both ☒ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis			
3a	As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?	3a		X
b	If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits	3b		

SCHEDULE A
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Public Charity Status and Public Support

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.

▶ **Attach to Form 990 or Form 990-EZ.** ▶ **See separate instructions.**

OMB No 1545-0047

2009

Open to Public Inspection

Name of the organization	Employer identification number
UNITED WAY OF NORTHERN ARIZONA INC	86-0211666

Part I Reason for Public Charity Status (All organizations must complete this part.) See instructions

The organization is not a private foundation because it is (For lines 1 through 11, check only one box)

1 ☐ A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i).**

2 ☐ A school described in **section 170(b)(1)(A)(ii).** (Attach Schedule E)

3 ☐ A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii).**

4 ☐ A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii).** Enter the hospital's name, city, and state. _____

5 ☐ An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv).** (Complete Part II)

6 ☐ A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v).**

7 ☒ An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi).** (Complete Part II)

8 ☐ A community trust described in **section 170(b)(1)(A)(vi).** (Complete Part II.)

9 ☐ An organization that normally receives (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions - subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975 See **section 509(a)(2).** (Complete Part III)

10 ☐ An organization organized and operated exclusively to test for public safety. See **section 509(a)(4).**

11 ☐ An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2) See **section 509(a)(3).** Check the box that describes the type of supporting organization and complete lines 11e through 11h

a ☐ Type I b ☐ Type II c ☐ Type III-Functionally integrated d ☐ Type III-Other

e ☐ By checking this box, I certify that the organization is not controlled directly or indirectly by one or more disqualified persons other than foundation managers and other than one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2)

f If the organization received a written determination from the IRS that it is a Type I, Type II, or Type III supporting organization, check this box . . . . . ☐

g Since August 17, 2006, has the organization accepted any gift or contribution from any of the following persons?

		Yes	No
(i)	A person who directly or indirectly controls, either alone or together with persons described in (ii) and (iii) below, the governing body of the supported organization?	11g(i)	
(ii)	A family member of a person described in (i) above?	11g(ii)	
(iii)	A 35% controlled entity of a person described in (i) or (ii) above?	11g(iii)	

h Provide the following information about the supported organization(s)

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1-9 above or IRC section (see instructions))	(iv) Is the organization in col (i) listed in your governing document?		(v) Did you notify the organization in col (i) of your support?		(vi) Is the organization in col (i) organized in the U S ?		(vii) Amount of support
			Yes	No	Yes	No	Yes	No	
Total									

Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)

(Complete only if you checked the box on line 5, 7, or 8 of Part I)

Section A. Public Support

Calendar year (or fiscal year beginning in) ▶	(a) 2005	(b) 2006	(c) 2007	(d) 2008	(e) 2009	(f) Total
1 Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants ")	1,975,489	2,422,128	2,522,823	2,729,508	2,686,118	12,336,066
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3 The value of services or facilities furnished by a governmental unit to the organization without charge						
4 **Total.** Add lines 1 through 3	1,975,489	2,422,128	2,522,823	2,729,508	2,686,118	12,336,066
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						
6 **Public support.** Subtract line 5 from ln 4						12,336,066

Section B. Total Support

Calendar year (or fiscal year beginning in) ▶	(a) 2005	(b) 2006	(c) 2007	(d) 2008	(e) 2009	(f) Total
7 Amounts from line 4	1,975,489	2,422,128	2,522,823	2,729,508	2,686,118	12,336,066
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources	22,416	34,748	11,826	(2,742)	21,178	87,426
9 Net income from unrelated business activities, whether or not the business is regularly carried on						
10 Other income Do not include gain or loss from the sale of capital assets (Explain in Part IV)	4,000	8,945	4,800	4,800	4,800	27,345
11 **Total support.** Add lines 7 through 10						12,450,837

12 Gross receipts from related activities, etc (see instructions) 12

13 **First five years.** If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here** ▶ ☐

Section C. Computation of Public Support Percentage

14 Public support percentage for 2009 (line 6, column (f) divided by line 11, column (f)) 14 99.08 %

15 Public support percentage from 2008 Schedule A, Part II, line 14 15 %

16a **33 1/3% support test - 2009.** If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization ▶ ☒

b **33 1/3% support test - 2008.** If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization ▶ ☐

17a **10%-facts-and-circumstances test - 2009.** If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and **stop here.** Explain in Part IV how the organization meets the "facts-and-circumstances" test The organization qualifies as a publicly supported organization ▶ ☐

b **10%-facts-and-circumstances test - 2008.** If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and **stop here.** Explain in Part IV how the organization meets the "facts-and-circumstances" test The organization qualifies as a publicly supported organization ▶ ☐

18 **Private foundation.** If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions ▶ ☐

Part III Support Schedule for Organizations Described in Section 509(a)(2)

(Complete only if you checked the box on line 9 of Part I)

Section A. Public Support

Calendar year (or fiscal year beginning in) ▶	(a) 2005	(b) 2006	(c) 2007	(d) 2008	(e) 2009	(f) Total
1 Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants ")						
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
3 Gross receipts from activities that are not an unrelated trade or bus under sec 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 **Total.** Add lines 1 through 5						
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of $5,000 or 1% of the amount on line 13 for the year						
c Add lines 7a and 7b						
8 **Public support** (Subtract line 7c from line 6)						

Section B. Total Support

Calendar year (or fiscal year beginning in) ▶	(a) 2005	(b) 2006	(c) 2007	(d) 2008	(e) 2009	(f) Total
9 Amounts from line 6						
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c Add lines 10a and 10b						
11 Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on						
12 Other income Do not include gain or loss from the sale of capital assets (Explain in Part IV)						
13 **Total support.** (Add lines 9, 10c, 11, and 12)						

14 **First five years.** If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here** ▶ ☐

Section C. Computation of Public Support Percentage

15	Public support percentage for 2009 (line 8, column (f) divided by line 13, column (f))	15	%
16	Public support percentage from 2008 Schedule A, Part III, line 15	16	%

Section D. Computation of Investment Income Percentage

17	Investment income percentage for **2009** (line 10c, column (f) divided by line 13, column (f))	17	%
18	Investment income percentage from **2008** Schedule A, Part III, line 17	18	%

19a **33 1/3% support tests - 2009.** If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and **stop here.** The organization qualifies as a publicly supported organization ▶ ☐

b **33 1/3% support tests - 2008.** If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and **stop here.** The organization qualifies as a publicly supported organization ▶ ☐

20 **Private Foundation:** If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions ▶ ☐

SCHEDULE D (Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Financial Statements

▶ Complete if the organization answered "Yes," to Form 990, Part IV, line 6, 7, 8, 9, 10, 11, or 12.

▶ Attach to Form 990. ▶ See separate instructions.

OMB No 1545-0047

2009

Open to Public Inspection

Name of the organization

UNITED WAY OF NORTHERN ARIZONA INC

Employer identification number

86-0211666

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts. Complete if the organization answered "Yes" to Form 990, Part IV, line 6

		(a) Donor advised funds	(b) Funds and other accounts
1	Total number at end of year		
2	Aggregate contributions to (during year)		
3	Aggregate grants from (during year)		
4	Aggregate value at end of year		

5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control? ☐ Yes ☐ No

6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit? ☐ Yes ☐ No

Part II Conservation Easements. Complete if the organization answered "Yes" to Form 990, Part IV, line 7

1 Purpose(s) of conservation easements held by the organization (check all that apply)

☐ Preservation of land for public use (e g , recreation or pleasure)
☐ Protection of natural habitat
☐ Preservation of open space
☐ Preservation of an historically important land area
☐ Preservation of a certified historic structure

2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year

		Held at the End of the Tax Year
a	Total number of conservation easements 2a	
b	Total acreage restricted by conservation easements 2b	
c	Number of conservation easements on a certified historic structure included in (a) 2c	
d	Number of conservation easements included in (c) acquired after 8/17/06 2d	

3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year ▶ _____

4 Number of states where property subject to conservation easement is located ▶ _____

5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds? ☐ Yes ☐ No

6 Staff and volunteer hours devoted to monitoring, inspecting, and enforcing conservation easements during the year ▶ _____

7 Amount of expenses incurred in monitoring, inspecting, and enforcing conservation easements during the year ▶ $ _____

8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)? ☐ Yes ☐ No

9 In Part XIV, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.

Complete if the organization answered "Yes" to Form 990, Part IV, line 8

1a If the organization elected, as permitted under SFAS 116, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide, in Part XIV, the text of the footnote to its financial statements that describes these items

b If the organization elected, as permitted under SFAS 116, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items

(i) Revenues included in Form 990, Part VIII, line 1 ▶ $ _____

(ii) Assets included in Form 990, Part X ▶ $ _____

2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 relating to these items:

a Revenues included in Form 990, Part VIII, line 1 ▶ $ _____

b Assets included in Form 990, Part X ▶ $ _____

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets (continued)

3 Using the organization's acquisition, accession, and other records, check any of the following that are a significant use of its collection items (check all that apply)

- a ☐ Public exhibition
- b ☐ Scholarly research
- c ☐ Preservation for future generations
- d ☐ Loan or exchange programs
- e ☐ Other _____

4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIV

5 During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? ☐ Yes ☐ No

Part IV Escrow and Custodial Arrangements. Complete if organization answered "Yes" to Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

1a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X? ☐ Yes ☐ No

b If "Yes," explain the arrangement in Part XIV and complete the following table

		Amount
c Beginning balance	1c	
d Additions during the year	1d	
e Distributions during the year	1e	
f Ending balance	1f	

2a Did the organization include an amount on Form 990, Part X, line 21? ☐ Yes ☐ No

b If "Yes," explain the arrangement in Part XIV

Part V Endowment Funds. Complete if the organization answered "Yes" to Form 990, Part IV, line 10

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance	60,453				
b Contributions					
c Net investment earnings, gains, and losses	8,798				
d Grants or scholarships					
e Other expenditures for facilities and programs					
f Administrative expenses	534				
g End of year balance	68,717				

2 Provide the estimated percentage of the year end balance held as.

- a Board designated or quasi-endowment ▶ _____ %
- b Permanent endowment ▶ _____ %
- c Term endowment ▶ _____ %

3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by

		Yes	No
(i) unrelated organizations	3a(i)		
(ii) related organizations	3a(ii)		
b If "Yes" to 3a(ii), are the related organizations listed as required on Schedule R?	3b		

4 Describe in Part XIV the intended uses of the organization's endowment funds.

Part VI Investments - Land, Buildings, and Equipment. See Form 990, Part X, line 10

Description of investment	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land		55,090		55,090
b Buildings		445,724	65,001	380,723
c Leasehold improvements				
d Equipment		322,041	187,811	134,230
e Other				
Total. Add lines 1a through 1e (Column (d) must equal Form 990, Part X, column (B), line 10(c).) ▶				570,043

Part VII Investments - Other Securities. See Form 990, Part X, line 12

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation Cost or end-of-year market value
Financial derivatives		
Closely-held equity interests		
Other		
Total (Column (b) must equal Form 990, Part X, col (B) line 12) ▶		

Part VIII Investments - Program Related. See Form 990, Part X, line 13

(a) Description of investment type	(b) Book value	(c) Method of valuation Cost or end-of-year market value
Total. (Column (b) must equal Form 990, Part X, col (B) line 13) ▶		

Part IX Other Assets. See Form 990, Part X, line 15

(a) Description	(b) Book value
Total. (Column (b) must equal Form 990, Part X, col (B) line 15) ▶	

Part X Other Liabilities. See Form 990, Part X, line 25

1 (a) Description of liability	(b) Amount
Federal income taxes	
DONOR DESIGNATIONS NET OF FEES	275,141
Total. (Column (b) must equal Form 990, Part X, col (B) line 25) ▶	275,141

2. FIN 48 Footnote In Part XIV, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FIN 48.

Part XI Reconciliation of Change in Net Assets from Form 990 to Financial Statements

1	Total revenue (Form 990, Part VIII, column (A), line 12)	1	2,712,096
2	Total expenses (Form 990, Part IX, column (A), line 25)	2	2,672,897
3	Excess or (deficit) for the year Subtract line 2 from line 1	3	39,199
4	Net unrealized gains (losses) on investments	4	
5	Donated services and use of facilities	5	
6	Investment expenses	6	
7	Prior period adjustments	7	
8	Other (Describe in Part XIV)	8	
9	Total adjustments (net) Add lines 4 through 8	9	
10	Excess or (deficit) for the year per audited financial statements Combine lines 3 and 9	10	39,199

Part XII Reconciliation of Revenue per Audited Financial Statements With Revenue per Return

1	Total revenue, gains, and other support per audited financial statements			1	2,123,581
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12.				
a	Net unrealized gains on investments	2a			
b	Donated services and use of facilities	2b	48,468		
c	Recoveries of prior year grants	2c			
d	Other (Describe in Part XIV)	2d			
e	Add lines **2a** through **2d**			2e	48,468
3	Subtract line **2e** from line **1**			3	2,075,113
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1:				
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a			
b	Other (Describe in Part XIV)	4b	636,983		
c	Add lines **4a** and **4b**			4c	636,983
5	Total revenue Add lines **3** and **4c.** (This must equal Form 990, Part I, line 12)			5	2,712,096

Part XIII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return

1	Total expenses and losses per audited financial statements			1	2,084,382
2	Amounts included on line 1 but not on Form 990, Part IX, line 25				
a	Donated services and use of facilities	2a	48,468		
b	Prior year adjustments	2b			
c	Other losses	2c			
d	Other (Describe in Part XIV)	2d			
e	Add lines **2a** through **2d**			2e	48,468
3	Subtract line **2e** from line **1**			3	2,035,914
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:				
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a			
b	Other (Describe in Part XIV)	4b	636,983		
c	Add lines **4a** and **4b**			4c	636,983
5	Total expenses Add lines **3** and **4c.** (This must equal Form 990, Part I, line 18)			5	2,672,897

Part XIV Supplemental Information

Complete this part to provide the descriptions required for Part II, lines 3, 5, and 9, Part III, lines 1a and 4, Part IV, lines 1b and 2b, Part V, line 4, Part X, line 2, Part XI, line 8, Part XII, lines 2d and 4b, and Part XIII, lines 2d and 4b Also complete this part to provide any additional information

Other revenues included on Form 990 (Part XII, line 4b)

DONOR DESIGNATIONS

Part XIV Supplemental Information (continued)

02. Other expenses included on Form 990 (Part XIII, line 4b)

DONOR DESIGNATIONS

SCHEDULE I (Form 990)

Department of the Treasury
Internal Revenue Service

Grants and Other Assistance to Organizations, Governments, and Individuals in the United States

Complete if the organization answered "Yes," to Form 990, Part IV, line 21 or 22.

▶ **Attach to Form 990.**

OMB No 1545-0047

2009

Open to Public Inspection

Name of the organization

UNITED WAY OF NORTHERN ARIZONA INC

Employer identification number

86-0211666

Part I General Information on Grants and Assistance

1 Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? . . . . . [X] Yes [ ] No

2 Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States

Part II Grants and Other Assistance to Governments and Organizations in the United States.

Complete if the organization answered "Yes" to Form 990, Part IV, line 21, for any recipient that received more than $5,000 Check this box if no one recipient received more than $5,000 Use Part IV and Schedule I-1 (Form 990) if additional space is needed . . . . . ▶ [ ]

1 (a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
AMERICAN RED CROSS 6135 N BLACK CANYON 85015	86-0098906	501C3	29,195				
ARIZONA GIRL SCOUTS PO BOX 21776 85036	86-0133397	501C3	22,365				
ASSOCIATION FOR SUPPORTIVE CHI 2708 N 4TH ST C-1 86004	86-0332919	501C3	6,500				
BIG BROTHERSBIG SISTERS PO BOX 1701 86002	23-7170086	501C3	71,218				
BIG BROTHERSBIG SISTERS PO BOX 1722 85902	86-0863796	501C3	10,724				
BOTHANDS INC PO BOX 30134 86003	23-7170086	501C3	26,500				
CARE AND SHARE FOOD BANK PO BOX 411 86002	23-7353532	501C3	58,949				
CATHOLIC CHARITIES 460 N SWITZER CANYON 86001	86-0223999	501C3	83,767				
CITIZENS AGAINST SUBSTANCE ABU PO BOX 1650 86002	86-0494668	501C3	19,655				
COMMUNITY BEHAVIORAL HEALH PO BOX 790 86040	86-0473221	501C3	18,342				
COMMUNITY COUNSELING CENTERS 105 N 5TH AVE 86025	86-0215065	501C3	11,171				
CUDDLE OUTREACH MINISTRY PO BOX 3022 86040	86-0143856	501C3	3,128				
DNA PEOPLES LEGAL SERVICES 2323 E GREENLAW LANE 86004	86-0207220	501C3	14,567				

2 Enter total number of section 501(c)(3) and government organizations . . . . . ▶

3 Enter total number of other organizations . . . . . ▶

Part III Grants and Other Assistance to Individuals in the United States. Complete if the organization answered "Yes" to Form 990, Part IV, line 22

Use Part IV and Schedule I-1 (Form 990) if additional space is needed

(a) Type of grant or assistance	(b) Number of recipients	(c) Amount of cash grant	(d) Amount of non-cash assistance	(e) Method of valuation (book, FMV, appraisal, other)	(f) Description of non-cash assistance

Part IV Supplemental Information. Complete this part to provide the information required in Part I, line 2, and any other additional information

01. Monitoring procedures (Part I, line 2)

UNITED WAY OF NORTHERN ARIZONA REQUIRES ALL GRANTEES TO FILE A REQUEST FOR PROPOSAL (RFP) ON AN ANNUAL BASIS. THESE RFP'S ARE REVIEWED AN INDEPENDENT COMMITTEE OF VOLUNTEERS COMPRISED OF COMMUNITY MEMBERS THAT ARE SCREENED FOR ANY CONFLICT OF INTEREST. THIS COMMITTEE CONDUCTS BOTH SITE VISITS AND A RIGOROUS INTERVIEW AND REVIEW OF SET OF CRITERIA THAT INCLUDES BUT IS NOT LIMITED TO LEGAL, GOVERNANCE, FINANCE AND ORGANIZATION QUALITY ASSURANCE AS WELL AS COMPLIANCE WITH THE PROVISIONS OF THE PATRIOT ACT AND VERIFICATION OF THE CURRENT STATUS AS AN IRS CODE SECTION 501C(3). THE CURRENT PROGRAMS OPERATING IN COLLABORATION WITH UNTED WAY OF NORTHERN ARIZONA ARE MONITERE THROUGH ON SITE VISITS AS WELL AS REPORTING OUTCOMES THROUGH A LOGIC MODEL.

SCHEDULE I-1 (Form 990)

Department of the Treasury
Internal Revenue Service

Continuation Sheet for Schedule I (Form 990)

▶ Attach to Form 990 to list additional information for Schedule I (Form 990), Part II or Part III.

OMB No 1545-0047

2009

Open to Public Inspection

Name of the organization

UNITED WAY OF NORTHERN ARIZONA INC

Employer identification number

86-0211666

Part I Continuation of Grants and Other Assistance to Governments and Organizations in the United States (Schedule I (Form 990), Part II.)

(a) Name and address of organization or government	(b) EIN	(c) IRC Code section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
FLAGSTAFF FAMILY FOOD CENTER 1903 N 2ND ST 86001	86-0754044	501C3	58,382				
GUIDANCE CENTER 2187 N VICKEY ST 86004	86-0223720	501C3	20,054				
HOLBROOK EMERGENCY FOOD PO BOX 599 86025	86-0908027	501C3	6,032				
HOLBROOK SENIOR CENTER PO BOX 580 86025	86-0462642	501C3	16,969				
LITERACY VOLUNTEERS 2223 E 7TH AVE SUITE 86004	86-0716673	501C3	19,992				
MEALS ON WHEELS 301 E MCNEIL 85901	23-7418525	501C3	14,977				
NATIVE AMERICANS FOR COMMUNITY 2717 N STEVES BLVD S 86004	86-0268489	501C3	22,450				
NAU GERONTOLOGY PO BOX 5063 86011	86-0193726	501C3	5,662				
NEA AMERICAN RED CROSS 6135 N BLACK CANYON 85015	86-0098906	501C3	6,641				
NEW HOPE RANCH PO BOX 1589 85936	86-0894950	501C3	16,256				
NORTH COUNTRY HEALTH CARE INC 2920 N FOURTH ST 86004	86-0663432	501C3	40,572				
NORTHERN AZ SENIOR CORPS GERON PO BOX 5063 86011	86-0193726	501C3	26,833				
NORTHLAND FAMILY HELP CENTER 2532 N 4TH ST SUITE 86004	86-0351566	501C3	93,163				
NORTHLAND HOSPICE PO BOX 997 86002	74-2385187	501C3	50,164				
OPEN INN ALTERNATIVES CENTER 823 W CLAY AVE 86001	86-0311899	501C3	20,136				
PAGE REGIONAL DOMESTIC VIOLENC PO BOX 3686 86040	86-0838347	501C3	20,931				

SCHEDULE I-1 (Form 990)

Department of the Treasury
Internal Revenue Service

Continuation Sheet for Schedule I (Form 990)

▶ Attach to Form 990 to list additional information for Schedule I (Form 990), Part II or Part III.

OMB No 1545-0047

2009

Open to Public Inspection

Name of the organization

UNITED WAY OF NORTHERN ARIZONA INC

Employer identification number

86-0211666

Part I Continuation of Grants and Other Assistance to Governments and Organizations in the United States (Schedule I (Form 990), Part II.)

(a) Name and address of organization or government	(b) EIN	(c) IRC Code section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
PARENTING ARIZONA 200 W 3RD ST 86047	86-0324590	501C3	28,573				
PLAZA VIEJA NEIGHBORHOOD ASSOC 397 S MALAPAIS LANE 86001	20-8033302	501C3	5,211				
ROUND VALLEY SENIORS 256 S PAPAGO STREET 85939	94-2926827	501C3	34,160				
SALVATION ARMY PO BOX 2488 86003	86-0096791	501C3	48,683				
SILVER CREEK SENIOR CITIZENS PO BOX 1495 85937	94-2745417	501C3	10,846				
SUNNYSIDE NEIGHBORHOOD ASSOCIA 2304 N 3RD ST SUITE 86004	86-1012315	501C3	44,037				
TEEN WELLNESS CLINICS 2625 N KING STREET 86004	86-6000441	501C3	10,121				
VICTIMWITNESS SERVICES 201 E BIRCH AVE SUIT 86001	86-0481748	501C3	22,124				
WHITE MOUNTAIN SAFE HOUSE PO BOX 1890 85935	86-0526544	501C3	32,221				
WINSLOW COUNCIL ON AGING 212 E 2ND STREET 86047	86-0310351	501C3	7,609				
YELLOW JACKET YOUTH CENTER PO BOX 608 85929	20-0126268	501C3	7,815				
YMCA 2800 S LONE STREET 86001	86-0096799	501C3	17,170				
AMERICAN HEART ASSOCIATION 2929 S 48TH STREET 85282	86-0142547	501C3	2,956				
NAU FOUNDATION PO BOX 4094 86011	86-0193726	501C3	1,244				
AMERICAN CANCER SOCIETY 2724 E LAKIN DR 86003	86-0113940	501C3	6,575				
SAINT VINCENT DE PAUL 4060 N LUGANO WAY 86004	86-0096789	501C3	10,000				

SCHEDULE I-1
(Form 990)

Department of the Treasury
Internal Revenue Service

Continuation Sheet for Schedule I (Form 990)

▶ Attach to Form 990 to list additional information for Schedule I (Form 990), Part II or Part III.

OMB No 1545-0047

2009

Open to Public Inspection

Name of the organization

UNITED WAY OF NORTHERN ARIZONA INC

Employer identification number

86-0211666

Part I Continuation of Grants and Other Assistance to Governments and Organizations in the United States (Schedule I (Form 990), Part II.)

(a) Name and address of organization or government	(b) EIN	(c) IRC Code section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
HOZHONI FOUNDATION 2133N WALGREENS 86004	86-0255127	501C3	20,207				
WOMENS CHOICE 1000 E HUNING ST 85901	86-0939099	501C3	6,808				
BOY SCOUTS NORTHEAT CHAPTER 2969 N GREENFIELD RD 85016	86-0101295	501C3	8,073				
CATHOLIC CHARITIES HOLBROOK 120 E FLORIDA STREET 86025	85-0225263	501C3	13,345				
NACOG HEADSTART 212 E ASPEN AVE 86001	86-0262631	501C3	8,489				
SOUTHSIDE COMMUNITY ASSOICATIO 203 E BRENNEN 86001	47-0931254	501C3	12,000				
FLAGSTAFF SHELTER SERVICES 3500 N 4TH ST 86004	20-4921369	501C3	15,410				
FRIENDS OF CAMP COLTON 3285 E SPARROW AVE 86004	86-1015268	501C3	12,180				
SILVER RESIDENTS ASSOCIATION 3480 BERN STREET 86004	86-0734061	501C3	6,600				

SCHEDULE O (Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990

Complete to provide information for responses to specific questions on Form 990 or to provide any additional information.

▶ Attach to Form 990.

OMB No 1545-0047

2009

Open to Public Inspection

Name of the organization

UNITED WAY OF NORTHERN ARIZONA INC

Employer identification number

86-0211666

01. Form 990 governing body review (Part VI, line 11)

UNITED WAY OF NORTHERN ARIZONA PRESENTS A DRAFT OF THE FORM 990 BEFORE IT IS FILED TO THE EXECUTIVE OPERATIONS COMMITTEE CONSISTING OF THE BOARD CHAIR, TREASURER, VICE CHAIR AND SIX VOTING MEMBERS OF THE GOVERNING BODY. THIS COMMITTEE HAS APPROVAL BY THE ENTIRE GOVERNING BODY TO APPROVE ITEMS IN THE INTERIM OF THE DIRECTOR MEETINGS, AS WRITTEN IN THE BYLAWS.

02. Conflict of interest policy compliance (Part VI, line 12c)

UNITED WAY OF NORTHERN ARIZONA CONDUCTS AN ANNUAL REVIEW OF ALL CONFLICTS OF INTEREST STATEMENTS WHICH ARE SIGNED BY ALL DIRECTORS AND KEY EMPLOYEES.

03. CEO, executive director, top management comp (Part VI, line 15a)

UNITED WAY OF NORTHERN ARIZONA'S DIRECTORS HAVE APPOINTED A COMMITTEE TO REVIEW AND EXAMINE COMPENSATION DATA FROM OTHER UNITED WAY ORGANIZATIONS AND VARIOUS NON PROFITS OF SIMILAR REVENUE STATUS. THIS COMMITTEE DETERMINES COMPENSATION BASED UPON DATA OBTAINED AND PERFORMANCE, WHICH PRESENTS THE RECOMMENDATION TO DIRECTORS FOR APPROVAL.

04. Other officer or key employee compensation (Part VI, line 15b

UNITED WAY OF NORTHERN ARIZONA'S DIRECTORS HAVE APPOINTED A COMMITTEE TO REVIEW AND EXAMINE COMPENSATION DATA FROM OTHER UNITED WAY ORGANIZATIONS AND VARIOUS NON PROFITS OF SIMILAR REVENUE STATUS. THIS COMMITTEE DETERMINES COMPENSATION BASED UPON THE DATA OBTAINED AND PERFORMANCE, WHICH PRESENTS THE RECOMMENDATION TO DIRECTORS FRO APPROVAL.

05. Governing documents, etc, available to public (Part VI, line 19)

UNITED WAY OF NORTHERN ARIZONA CURRENTLY HAS THE FINANCIAL STATEMENTS ON THE WEBSITE, AND

Name of the organization: UNITED WAY OF NORTHERN ARIZONA INC

Employer identification number: 86-0211666

AVAILABLE UPON REQUEST. THE GOVERNING DOCUMENTS, CONFLICT OF INTEREST ARE AVAILABLE TO THE PUBLIC UPON REQUEST.

	Statement of Program Service Accomplishments	2009 01
Name(s) as shown on return		Your Social Security Number
UNITED WAY OF NORTHERN ARIZONA INC		86-0211666

Form 990, Part III(c)

Program Service Code	
Program Service Expenses	$770887
Grants and allocations included in above expense	$0
Program Services Revenue	$0

Explanation

COMMUNITY IMPACT: UNITED WAYOF NORTHERN ARIZONA ADVANCES THE COMMON GOOD BY FOCUSING ON EDUCATION, INCOME AND HEALTH. THESE ARE BUILDING BLOCKS FOR A GOOD LIFE - A QUALITY EDICATION THAT LEADS TO A STABLE JOBS, ENOUGH INCOME TO SUPPORT A FAMILY THROUGH RETIREMENT, AND GOOD HEALTH. KINDERCAMP - IS A SUMMER "READINESS" PROGRAM THAT HELPS CHILDREN TRANSITION INTO KINDERGARTEN. 82% OF STUDENTS ASSESSED SHOWED IMPROVEMENTS. QUALITY IMPROVEMENTS GRANTS - PROVIDED FUNDS TO CHILD CARE PROVIDERS AND CENTERS WHICH THEY USED TO IMPROVE CURRICULUM, MATERIALS, AND PHYSICAL ENVIRONMENT. VOLUNTEER INCOME TAX ASSISTANCE (VITA) - OVER $1.7 MILLION IN TOTAL TAX RETURNS INCLUDING EARNED INCOME TAX CREDIT (EITC) WAS RECEIVED BY ALMOST 1400 FAMILIES IN NEED. INDIVIDUAL DEVELOPMENT ACCOUNTS (IDA) - WERE PROVIDED WHICH WERE USED TO PURCHASE HOMES. REDUCTION OF UNDERAGE DRINKING - PROVIDED EDUCATION ON SUBSTANCE ABUSE/USE BY MINORS TO PARENTS AND COMMUNITY MEMEBERS. NEIGHBORHOOD ASSOCIATION DEVELOPMENT - SUPPORTING LOCAL NEIGHBORHOOD ASSOCIATIONS IN DEVELOPING A SAFE AND CARING ENVIRONMENT.