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## 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.

A For the 2011 calendar year, or tax year beginning 7/01, 2011, and ending 6/30, 2012

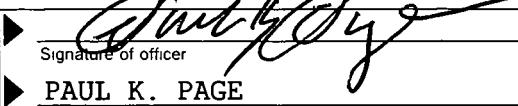
B Check if applicable	C UNITED WAY OF COLUMBIA COUNTY 10 NORTH PENN STREET, P.O. BOX 313 BLOOMSBURG, PA 17815-0313		D Employer Identification Number 24-0840626
<input type="checkbox"/> Address change			E Telephone number 570-784-3134
<input type="checkbox"/> Name change			
<input type="checkbox"/> Initial return			
<input type="checkbox"/> Terminated			
<input type="checkbox"/> Amended return			
<input type="checkbox"/> Application pending	F Name and address of principal officer SAME AS C ABOVE		G Gross receipts \$ 485,244.
I Tax-exempt status	<input checked="" type="checkbox"/> 501(c)(3)	<input type="checkbox"/> 501(c) ( ) (insert no.)	H(a) Is this a group return for affiliates? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
J Website:	► N/A		H(b) Are all affiliates included? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No If 'No,' attach a list (see instructions)
K Form of organization	<input checked="" type="checkbox"/> Corporation	<input type="checkbox"/> Trust	L Year of Formation 1955
	<input type="checkbox"/> Association	<input type="checkbox"/> Other ►	M State of legal domicile PA

## Part II Summary

Activities & Governance	1 Briefly describe the organization's mission or most significant activities: <u>INCREASE THE ORGANIZED CAPACITY OF PEOPLE TO CARE FOR ONE ANOTHER SUCH AS THE COUNTY-WIDE CAMPAIGN TO SOLICIT, RECEIVE AND DISTRIBUTE FUNDS TO HUMAN SERVICE ORGANIZATIONS SERVING RESIDENTS OF COLUMBIA COUNTY. 53,826 CITIZENS WERE SERVED IN COLUMBIA COUNTY IN 2011.</u>		
	2 Check this box ► <input type="checkbox"/> 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	19	
4 Number of independent voting members of the governing body (Part VI, line 1b)	4	19	
5 Total number of individuals employed in calendar year 2011 (Part V, line 2a)	5	2	
6 Total number of volunteers (estimate if necessary)	6	96	
7a Total 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.	
		Prior Year	Current Year
8 Contributions and grants (Part VIII, line 1h)	444,077.		464,446.
9 Program service revenue (Part VIII, line 2g)			
10 Investment income (Part VIII, column (A), lines 3-4, and 7d)	2,564.		2,150.
11 Other revenue (Part VIII, column (A), lines 5-6d, 8c, 9c, 10c, and 11e)	17,402.		15,834.
12 Total revenue – add lines 8 through 11 (must equal Part VIII, column (A), line 12)	464,043.		482,430.
13 Grants and similar amounts paid (Part IX, column (A), lines 1-3)	193,205.		392,929.
14 Benefits paid to or for members (Part IX, column (A), line 4)			
15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	109,256.		97,076.
16a Professional fundraising fees (Part IX, column (A), line 11e) <u>OPEN, BUT</u>			
b Total fundraising expenses (Part IX, column (D), line 25)	15,796.		
17 Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	37,036.		40,490.
18 Total expenses Add lines 13-17 (must equal Part IX, column (A), line 25)	339,497.		530,495.
19 Revenue less expenses Subtract line 18 from line 12	124,546.		-48,065.
		Beginning of Current Year	End of Year
20 Total assets (Part X, line 16)	500,888.		473,603.
21 Total liabilities (Part X, line 26)	96,395.		117,175.
22 Net assets or fund balances Subtract line 21 from line 20	404,493.		356,428.

## 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	► 	Date 11-9-12
	► PAUL K. PAGE	CHAIR
	Type or print name and title	

Paid Preparer Use Only	Print/Type preparer's name DANIEL K. BREWER, CPA	Preparer's signature DANIEL K. BREWER, CPA	Date	Check <input checked="" type="checkbox"/> if self-employed	PTIN P00238299
	Firm's name ► BREWER & COMPANY, LLC.				
	Firm's address ► 420 W 5TH ST BLOOMSBURG, PA 17815-1563	Firm's EIN ► 26-3619043		Phone no (570) 784-1111	

May the IRS discuss this return with the preparer shown above? (see instructions)

 Yes  No

BAA For Paperwork Reduction Act Notice, see the separate instructions.

TEEA0113L 08/18/11

Form 990 (2011)

16/6/11

**Part III Statement of Program Service Accomplishments**Check if Schedule O contains a response to any question in this Part III 1 Briefly describe the organization's mission.  
SEE SCHEDULE O

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 organization's program service accomplishments for each of its three largest program services, as measured 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 \$ 385,000. including grants of \$ 385,000. ) (Revenue \$           )ALLOCATION OF FUNDS RAISED TO SUPPORT MEMBER AGENCIES, NON-MEMBER AGENCIES, AND OTHER AREA UNITED WAYS.4b (Code:           ) (Expenses \$ 57,241. including grants of \$           ) (Revenue \$           )SALARY AND EXPENSES RELATED TO DEVELOPING AND PROVIDING PROGRAM SERVICES FOR MEMBER AGENCIES AND THE COUNTY4c (Code:           ) (Expenses \$ 7,929. including grants of \$ 7,929. ) (Revenue \$           )COMMUNITY FUND AND PROGRAM GRANTS

4d Other program services (Describe in Schedule O)

(Expenses \$            including grants of \$           ) (Revenue \$           )4e Total program service expenses ► 450,170.

## 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 (see instructions)?	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	<b>Section 501(c)(3) organizations</b> Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? If 'Yes,' complete Schedule C, Part II	4 X	
5	Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? If 'Yes,' complete Schedule C, Part III	5 X	
6	Did the organization maintain any donor advised funds or any similar funds or accounts for which 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 temporarily restricted endowments, permanent endowments, or quasi-endowments? If 'Yes,' complete Schedule D, Part V	10 X	
11	If the organization's answer to any of the following questions is 'Yes', then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable		
a	Did the organization report an amount for land, buildings and equipment in Part X, line 10? If 'Yes,' complete Schedule D, Part VI	11a X	
b	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	11b X	
c	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	11c X	
d	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	11d X	
e	Did the organization report an amount for other liabilities in Part X, line 25? If 'Yes,' complete Schedule D, Part X	11e X	
f	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 (ASC 740)? If 'Yes,' complete Schedule D, Part X	11f X	
12a	Did the organization obtain separate, independent audited financial statements for the tax year? If 'Yes,' complete Schedule D, Parts XI, XII, and XIII	12a X	
b	Was the organization included in consolidated, independent audited financial statements for the tax year? If 'Yes,' and if the organization answered 'No' to line 12a, then completing Schedule D, Parts XI, XII, and XIII is optional	12b 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, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? If 'Yes,' complete Schedule F, Parts I and IV	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, Parts II and IV	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, Parts III and IV	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 (see instructions)	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	
20a	Did the organization operate one or more hospital facilities? If 'Yes,' complete Schedule H	20 X	
b	If 'Yes' to line 20a, did the organization attach a copy of its audited financial statements to this return?	20b 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, and 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	<b>Section 501(c)(3) and 501(c)(4) organizations.</b> 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 employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? 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 (or a family member thereof) 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
35a	Did the organization have a controlled entity within the meaning of section 512(b)(13)?	35a	X
b	Did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? If 'Yes,' complete Schedule R, Part V, line 2	35b	X
36	<b>Section 501(c)(3) organizations.</b> 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? <b>Note.</b> All Form 990 filers are required to complete Schedule O	38	X

BAA

Form 990 (2011)

**Part V Statements Regarding Other IRS Filings and Tax Compliance**Check if Schedule O contains a response to any question in this Part V 

		Yes	No
1a	0		
1b	0		
1c			
2a	2		
2b	X		
3a		X	
3b			
4a		X	
5a		X	
5b		X	
5c			
6a		X	
6b			
7a		X	
7b			
7c		X	
7d			
7e		X	
7f		X	
7g			
7h			
8			
9a			
9b			
10a			
10b			
11a			
11b			
12a			
12b			
13a			
13b			
13c			
14a		X	
14b			

1a Enter the number reported in Box 3 of Form 1096. Enter -0- if not applicable

1b Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable

1c Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?

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

2b If at least one is reported on line 2a, did the organization file all required federal employment tax returns? **Note.** If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions)

3a Did the organization have unrelated business gross income of \$1,000 or more during the year?

3b If 'Yes,' has it filed a Form 990-T for this year? If 'No,' provide an explanation in Schedule O

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)?

4b If 'Yes,' enter the name of the foreign country: ► See instructions for 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?

5b Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?

5c If 'Yes,' to line 5a or 5b, did the organization file Form 8886-T?

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?

6b If 'Yes,' did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?

**7 Organizations that may receive deductible contributions under section 170(c).**

7a 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?

7b If 'Yes,' did the organization notify the donor of the value of the goods or services provided?

7c Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?

7d If 'Yes,' indicate the number of Forms 8282 filed during the year

7e Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?

7f Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?

7g If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?

7h If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?

**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?

**9 Sponsoring organizations maintaining donor advised funds.**

9a Did the organization make any taxable distributions under section 4966?

9b Did the organization make a distribution to a donor, donor advisor, or related person?

**10 Section 501(c)(7) organizations.** Enter:

10a Initiation fees and capital contributions included on Part VIII, line 12

10b Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities

**11 Section 501(c)(12) organizations.** Enter

11a Gross income from members or shareholders

11b Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them)

**12a Section 4947(a)(1) non-exempt charitable trusts.** Is the organization filing Form 990 in lieu of Form 1041?

12b If 'Yes,' enter the amount of tax-exempt interest received or accrued during the year

**13 Section 501(c)(29) qualified nonprofit health insurance issuers.**

13a Is the organization licensed to issue qualified health plans in more than one state? **Note.** See the instructions for additional information the organization must report on Schedule O

13b Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans

13c Enter the amount of reserves on hand

**14a** Did the organization receive any payments for indoor tanning services during the tax year?

**14b** If 'Yes,' has it filed a Form 720 to report these payments? If 'No,' provide an explanation in Schedule O

## 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.

Check if Schedule O contains a response to any question in this Part VI

### Section A. Governing Body and Management

		Yes	No
1a	19		
1b	19		
2		X	
3		X	
4		X	
5		X	
6		X	
7a		X	
7b		X	
8a	X		
8b	X		
9		X	

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

	Yes	No
10a		X
b		
10b		
11a	X	
b		
12a	X	
b		
c		
12b	X	
12c	X	
13	X	
14	X	
15		
a		
b		
15a		X
15b		X
16a		X
b		
16b		

### Section C. Disclosure

- 17 List the states with which a copy of this Form 990 is required to be filed ► PA
- 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.
 

Own website  Another's website  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 during the tax year SEE SCHEDULE O
- 20 State the name, physical address, and telephone number of the person who possesses the books and records of the organization:
 

► JOHN THOMAS 10 NORTH PENN STREET BLOOMSBURG PA 17815-0313 570-784-3134

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

 Check if Schedule O contains a response to any question in this Part VII 
**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.

- 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, if any. 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 neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and title	(B) Average hours per week (describe hours for related organizations in Schedule O)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)					(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	
		Officer	Key employee	Highest compensated	Former	Individual trustee	Institutional trustee			
(1) PAUL K. PAGE CHAIR	1	X	X					0.	0.	0.
(2) DONNA M. COOMBS VICE CHAIR	1	X	X					0.	0.	0.
(3) JENNIFER GILBERT DEARMI SECRETARY	1	X	X					0.	0.	0.
(4) SHIRLEY A. ALTERS TREASURER	1	X	X					0.	0.	0.
(5) JOSHUA E. ALLEN TRUSTEE	1	X						0.	0.	0.
(6) ERIC BOWER TRUSTEE	1	X						0.	0.	0.
(7) BRENDA M. BREWER TRUSTEE	1	X						0.	0.	0.
(8) JO A. DEMARCO TRUSTEE	1	X						0.	0.	0.
(9) EMILY DUBARTELL TRUSTEE	1	X						0.	0.	0.
(10) DR. HEATHER S. FELDHAUS TRUSTEE	1	X						0.	0.	0.
(11) MELISSA D. FISHER TRUSTEE	1	X						0.	0.	0.
(12) REV. DR. MARGARET GILLE TRUSTEE	1	X						0.	0.	0.
(13) ALLAN HARVEY TRUSTEE	1	X						0.	0.	0.
(14) MICHAEL KNAUS TRUSTEE	1	X						0.	0.	0.

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

(A) Name and title	(B) Average hours per week (descri- be hours for related orga- ni- za- tions in Sch O)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)					(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
		or director	Individual trustee	Institutional trustee	Officer	Key employee			
(15) KATHY L. LOWE TRUSTEE	1	X					0.	0.	0.
(16) THOMAS M. LYONS TRUSTEE	1	X					0.	0.	0.
(17) JACQUELINE A. SEIDEL TRUSTEE	1	X					0.	0.	0.
(18) DAVID H. TRATHEN, ESQUIRE TRUSTEE	1	X					0.	0.	0.
(19) JEFFREY A. WHITENIGHT TRUSTEE	40	X					0.	0.	0.
(20) JOHN C. THOMAS PRESIDENT/CEO	40			X			56,501.	0.	4,482.
(21) -----									
(22) -----									
(23) -----									
(24) -----									
(25) -----									
<b>1b Sub-total</b>							<b>56,501.</b>	<b>0.</b>	<b>4,482.</b>
<b>c Total from continuation sheets to Part VII, Section A</b>							<b>0.</b>	<b>0.</b>	<b>0.</b>
<b>d Total (add lines 1b and 1c)</b>							<b>56,501.</b>	<b>0.</b>	<b>4,482.</b>
<b>2 Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization</b>	<b>► 0</b>								

	Yes	No
3 Did the organization list any <b>former</b> 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 or individual 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. Report compensation for the calendar year ending with or within the organization's tax year

(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 ► 0

## 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	22,312.			
	e Government grants (contributions)	1e				
	f All other contributions, gifts, grants, and similar amounts not included above	1f	442,134.			
	g Noncash contributions included in lns 1a-1f		\$ 1,109.			
	<b>h Total. Add lines 1a-1f</b>		► 464,446.			
PROGRAM SERVICE REVENUE	Business Code					
	2a					
	b					
	c					
	d					
	e					
	f All other program service revenue					
	<b>g Total. Add lines 2a-2f</b>		►			
OTHER REVENUE	3 Investment income (including dividends, interest and other similar amounts)		► 2,150.		2,150.	
	4 Income from investment of tax-exempt bond proceeds		►			
	5 Royalties		►			
	6a Gross rents	(i) Real	(ii) Personal			
	b Less: rental expenses					
	c Rental income or (loss)					
	d Net rental income or (loss)		►			
	7a Gross amount from sales of assets other than inventory	(i) Securities	(ii) Other			
b Less: cost or other basis and sales expenses						
c Gain or (loss)						
d Net gain or (loss)		►				
8a Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c) See Part IV, line 18	a 18,648.					
b Less: direct expenses	b 2,814.					
c Net income or (loss) from fundraising events		► 15,834.				
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						
b						
c						
d All other revenue						
e <b>Total. Add lines 11a-11d</b>		►				
<b>12 Total revenue. See instructions</b>		► 482,430.	0.	0.	2,150.	

**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)

Check if Schedule O contains a response to any question in this Part IX 

<b>Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.</b>	<b>(A)</b> Total expenses	<b>(B)</b> Program service expenses	<b>(C)</b> Management and general expenses	<b>(D)</b> Fundraising expenses
1 Grants and other assistance to governments and organizations in the United States See Part IV, line 21	392,929.	392,929.		
2 Grants and other assistance to individuals in the United States. See Part IV, line 22				
3 Grants and other assistance to governments, organizations, and individuals outside the United States See Part IV, lines 15 and 16				
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	60,983.	36,041.	19,606.	5,336.
6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)	0.	0.	0.	0.
7 Other salaries and wages	25,330.	1,369.	22,686.	1,275.
8 Pension plan accruals and contributions (include section 401(k) and section 403(b) employer contributions)				
9 Other employee benefits	3,034.	544.	2,311.	179.
10 Payroll taxes	7,729.	3,283.	3,859.	587.
11 Fees for services (non-employees)				
a Management				
b Legal				
c Accounting				
d Lobbying				
e Professional fundraising services See Part IV, line 17				
f Investment management fees				
g Other	8,517.	3,618.	4,252.	647.
12 Advertising and promotion				
13 Office expenses	2,448.	1,039.	1,223.	186.
14 Information technology				
15 Royalties				
16 Occupancy	4,441.	1,886.	2,217.	338.
17 Travel				
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings	1,778.	756.	887.	135.
20 Interest				
21 Payments to affiliates	5,235.	2,223.	2,614.	398.
22 Depreciation, depletion, and amortization	3,174.	1,349.	1,584.	241.
23 Insurance	2,547.	1,081.	1,272.	194.
24 Other expenses Itemize expenses not covered above (List miscellaneous expenses in line 24e If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O )				
a CAMPAIGN SUPPLIES	5,312.			5,312.
b STATE ORGANIZATION FEE	3,000.	3,000.		
c TELEPHONE	1,649.	700.	824.	125.
d POSTAGE AND SHIPPING	1,562.		781.	781.
e All other expenses	827.	352.	413.	62.
25 Total functional expenses. Add lines 1 through 24e	530,495.	450,170.	64,529.	15,796.
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation.				

Check here ▶  if following  
SOP 98-2 (ASC 958-720)

## Part X Balance Sheet

		(A) Beginning of year		(B) End of year
<b>ASSETS</b>	1 · Cash — non-interest-bearing	50.	1	50.
	2 · Savings and temporary cash investments	193,132.	2	176,540.
	3 · Pledges and grants receivable, net	171,604.	3	168,102.
	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)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instructions)		6	
	7 · Notes and loans receivable, net		7	
	8 · Inventories for sale or use		8	
	9 · Prepaid expenses and deferred charges		9	
	<b>10a</b> Land, buildings, and equipment: cost or other basis Complete Part VI of Schedule D	129,362.		
	<b>b</b> Less: accumulated depreciation	10b 59,669.	72,867.	10c 69,693.
	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	63,235.	15	59,218.
	<b>16 Total assets.</b> Add lines 1 through 15 (must equal line 34)	500,888.	16	473,603.
<b>LIABILITIES</b>	17 · Accounts payable and accrued expenses	17,163.	17	18,266.
	18 · Grants payable	2,500.	18	10,000.
	19 · Deferred revenue		19	
	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		23	
	24 · Unsecured notes and loans payable to unrelated third parties		24	
	25 · Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D	76,732.	25	88,909.
	<b>26 Total liabilities.</b> Add lines 17 through 25	96,395.	26	117,175.
<b>NET ASSETS OR FUND BALANCE</b>	<b>Organizations that follow SFAS 117, check here ► <input checked="" type="checkbox"/> and complete lines 27 through 29 and lines 33 and 34.</b>			
	27 · Unrestricted net assets	390,420.	27	345,198.
	28 · Temporarily restricted net assets	14,073.	28	11,230.
	29 · Permanently restricted net assets		29	
	<b>Organizations that do not follow SFAS 117, check here ► <input type="checkbox"/> and complete lines 30 through 34.</b>			
	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	404,493.	33	356,428.
	<b>34 Total liabilities and net assets/fund balances</b>	500,888.	34	473,603.

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Form 990 (2011)

**Part XI Reconciliation of Net Assets**Check if Schedule O contains a response to any question in this Part XI 

1 Total revenue (must equal Part VIII, column (A), line 12)	1	482,430.
2 Total expenses (must equal Part IX, column (A), line 25)	2	530,495.
3 Revenue less expenses Subtract line 2 from line 1	3	-48,065.
4 Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	404,493.
5 Other changes in net assets or fund balances (explain in Schedule O)	5	0.
6 Net assets or fund balances at end of year Combine lines 3, 4, and 5 (must equal Part X, line 33, column (B))	6	356,428.

**Part XII Financial Statements and Reporting**Check if Schedule O contains a response to any question in this Part XII 

	Yes	No
1 Accounting method used to prepare the Form 990: <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other _____		
If the organization changed its method 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?	2c	X
If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O		
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 separate basis, consolidated basis, or both:		
<input checked="" type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> 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	

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Form 990 (2011)

**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.

**2011**Open to Public  
Inspection

► Attach to Form 990 or Form 990-EZ. ► See separate instructions.

Name of the organization

UNITED WAY OF COLUMBIA COUNTY

Employer identification number

24-0840626

**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 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 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**

11 g (i)	
11 g (ii)	
11 g (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 column (i) listed in your governing document?		(v) Did you notify the organization in column (i) of your support?		(vi) Is the organization in column (i) organized in the U.S.?		(vii) Amount of support
			Yes	No	Yes	No	Yes	No	
(A)									
(B)									
(C)									
(D)									
(E)									
<b>Total</b>									

BAA For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.

Schedule A (Form 990 or 990-EZ) 2011

**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 or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

**Section A. Public Support**

Calendar year (or fiscal year beginning in) ►	(a) 2007	(b) 2008	(c) 2009	(d) 2010	(e) 2011	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any 'unusual grants.')	567,624.	486,079.	88,334.	462,901.	464,446.	2,069,384.
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						0.
3 The value of services or facilities furnished by a governmental unit to the organization without charge						0.
4 <b>Total.</b> Add lines 1 through 3	567,624.	486,079.	88,334.	462,901.	464,446.	2,069,384.
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)						547,038.
6 <b>Public support.</b> Subtract line 5 from line 4						1,522,346.

**Section B. Total Support**

Calendar year (or fiscal year beginning in) ►	(a) 2007	(b) 2008	(c) 2009	(d) 2010	(e) 2011	(f) Total
7 Amounts from line 4	567,624.	486,079.	88,334.	462,901.	464,446.	2,069,384.
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources	9,645.	5,135.	91.	2,564.	2,150.	19,585.
9 Net income from unrelated business activities, whether or not the business is regularly carried on						0.
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part IV.)						0.
11 <b>Total support.</b> Add lines 7 through 10						2,088,969.
12 Gross receipts from related activities, etc (see instructions)					12	0.

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 2011 (line 6, column (f) divided by line 11, column (f)) 14 72.88 %

15 Public support percentage from 2010 Schedule A, Part II, line 14 15 93.81 %

16a **33-1/3% support test – 2011.** If the organization did not check the box on line 13, and the 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 – 2010.** 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 – 2011.** 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 – 2010.** 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 or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

**Section A. Public Support**

Calendar year (or fiscal yr beginning in) ►	(a) 2007	(b) 2008	(c) 2009	(d) 2010	(e) 2011	(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 business under section 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						
<b>6 Total.</b> Add lines 1 through 5						
<b>7a</b> Amounts included on lines 1, 2, and 3 received from disqualified persons						
<b>b</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						
<b>c</b> Add lines 7a and 7b.						
<b>8 Public support</b> (Subtract line 7c from line 6)						

**Section B. Total Support**

Calendar year (or fiscal yr beginning in) ►	(a) 2007	(b) 2008	(c) 2009	(d) 2010	(e) 2011	(f) Total
<b>9</b> Amounts from line 6						
<b>10a</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources						
<b>b</b> Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
<b>c</b> Add lines 10a and 10b						
<b>11</b> Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on						
<b>12</b> Other income Do not include gain or loss from the sale of capital assets (Explain in Part IV)						
<b>13 Total support.</b> (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 2011 (line 8, column (f) divided by line 13, column (f))	15	%
16 Public support percentage from 2010 Schedule A, Part III, line 15	16	%

**Section D. Computation of Investment Income Percentage**

17 Investment income percentage for 2011 (line 10c, column (f) divided by line 13, column (f))	17	%
18 Investment income percentage from 2010 Schedule A, Part III, line 17	18	%
<b>19a 33-1/3% support tests – 2011.</b> 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 <b>stop here</b> . The organization qualifies as a publicly supported organization ► <input type="checkbox"/>		
<b>b 33-1/3% support tests – 2010.</b> 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 <b>stop here</b> . The organization qualifies as a publicly supported organization ► <input type="checkbox"/>		
<b>20 Private foundation.</b> If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions ► <input type="checkbox"/>		

**Part IV: Supplemental Information.** Complete this part to provide the explanations required by Part II, line 10; Part II, line 17a or 17b; and Part III, line 12. Also complete this part for any additional information. (See instructions).

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Schedule A (Form 990 or 990-EZ) 2011

**SCHEDULE D**  
**(Form 990)**Department of the Treasury  
Internal Revenue Service

OMB No 1545-0047

**2011**Open to Public  
Inspection

Name of the organization

Employer identification number

UNITED WAY OF COLUMBIA COUNTY

24-0840626

**Part II 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 education)  Preservation of an historically important land area

Protection of natural habitat  Preservation of a certified historic structure

Preservation of open space

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
2a	
2b	
2c	
2d	

a Total number of conservation easements

b Total acreage restricted by conservation easements

c Number of conservation easements on a certified historic structure included in (a)

d Number of conservation easements included in (c) acquired after 8/17/06, and not on a historic structure listed in the National Register

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 (ASC 958), 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 (ASC 958), 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 (ASC 958) relating to these items:

a Revenues included in Form 990, Part VIII, line 1 ► \$ \_\_\_\_\_

b Assets included in Form 990, Part X ► \$ \_\_\_\_\_

**Part II 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 the 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
1c	
1d	
1e	
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					
b Contributions					
c Net investment earnings, gains, and losses					
d Grants or scholarships					
e Other expenditures for facilities and programs					
f Administrative expenses					
g End of year balance					

2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as

a Board designated or quasi-endowment ► \_\_\_\_\_ %

b Permanent endowment ► \_\_\_\_\_ %

c Temporarily restricted endowment ► \_\_\_\_\_ %

The percentages in lines 2a, 2b, and 2c should equal 100%.

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

(i) unrelated organizations

(ii) related organizations

b If 'Yes' to 3a(ii), are the related organizations listed as required on Schedule R?

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

	Yes	No
3a(i)		
3a(ii)		
3b		

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

	Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land			5,000.		5,000.
b Buildings			71,309.	27,487.	43,822.
c Leasehold improvements			28,074.	8,834.	19,240.
d Equipment					
e Other		24,979.	23,348.	1,631.	
<b>Total.</b> Add lines 1a through 1e (Column (d) must equal Form 990, Part X, column (B), line 10(c))				►	69,693.

BAA

Schedule D (Form 990) 2011

**Part VII Investments – Other Securities.** See Form 990, Part X, line 12. N/A

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation Cost or end-of-year market value
(1) Financial derivatives		
(2) Closely-held equity interests		
(3) Other		
(A) _____		
(B) _____		
(C) _____		
(D) _____		
(E) _____		
(F) _____		
(G) _____		
(H) _____		
(I) _____		
<b>Total. (Column (b) must equal Form 990 Part X, column (B) line 12.) ►</b>		

**Part VIII Investments – Program Related.** See Form 990, Part X, line 13. N/A

(a) Description of investment type	(b) Book value	(c) Method of valuation. Cost or end-of-year market value
(1) _____		
(2) _____		
(3) _____		
(4) _____		
(5) _____		
(6) _____		
(7) _____		
(8) _____		
(9) _____		
(10) _____		
<b>Total. (Column (b) must equal Form 990, Part X, column (B) line 13.) ►</b>		

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

(a) Description	(b) Book value
<b>(1) ASSETS WHOSE USE IS LIMITED</b>	<b>59,218.</b>
(2) _____	
(3) _____	
(4) _____	
(5) _____	
(6) _____	
(7) _____	
(8) _____	
(9) _____	
(10) _____	
<b>Total. (Column (b) must equal Form 990, Part X, column (B), line 15.) ►</b>	<b>59,218.</b>

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

(a) Description of liability	(b) Book value
(1) Federal income taxes	
<b>(2) DEFERRED DESIGNATIONS</b>	<b>88,909.</b>
(3) _____	
(4) _____	
(5) _____	
(6) _____	
(7) _____	
(8) _____	
(9) _____	
(10) _____	
(11) _____	
<b>Total. (Column (b) must equal Form 990, Part X, column (B) line 25.) ►</b>	<b>88,909.</b>

2 FIN 48 (ASC 740) 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 (ASC 740)

**SEE PART XIV**

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

1 Total revenue (Form 990, Part VIII, column (A), line 12)	482,430.
2 Total expenses (Form 990, Part IX, column (A), line 25)	530,495.
3 Excess or (deficit) for the year Subtract line 2 from line 1	-48,065.
4 Net unrealized gains (losses) on investments	
5 Donated services and use of facilities	
6 Investment expenses	
7 Prior period adjustments	
8 Other (Describe in Part XIV)	
9 Total adjustments (net). Add lines 4 through 8	
10 Excess or (deficit) for the year per audited financial statements Combine lines 3 and 9	-48,065.

**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	420,586.
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	5,664.
c Recoveries of prior year grants	2c	
d Other (Describe in Part XIV.)	2d	
e Add lines 2a through 2d	2e	5,664.
3 Subtract line 2e from line 1	3	414,922.
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.) SEE PART XIV	4b	67,508.
c Add lines 4a and 4b	4c	67,508.
5 Total revenue Add lines 3 and 4c. (This must equal Form 990, Part I, line 12)	5	482,430.

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

1 Total expenses and losses per audited financial statements	1	468,651.
2 Amounts included on line 1 but not on Form 990, Part IX, line 25:		
a Donated services and use of facilities	2a	5,664.
b Prior year adjustments	2b	
c Other losses	2c	
d Other (Describe in Part XIV.)	2d	
e Add lines 2a through 2d	2e	5,664.
3 Subtract line 2e from line 1	3	462,987.
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.) SEE PART XIV	4b	67,508.
c Add lines 4a and 4b	4c	67,508.
5 Total expenses Add lines 3 and 4c. (This must equal Form 990, Part I, line 18)	5	530,495.

**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.

**PART X-FIN48 FOOTNOTE**

THE ORGANIZATION HAS EVALUATED ITS INCOME TAX POSITIONS AND BELIEVES IT HAS NO UNCERTAIN INCOME TAX POSITIONS THAT WOULD REQUIRE ACCRUAL OR DISCLOSURE UNDER THE REQUIREMENTS OF THE FINANCIAL ACCOUNTING STANDARDS BOARD ACCOUNTING STANDARDS CODIFICATION. ACCORDINGLY, THE ORGANIZATION HAS RECOGNIZED NO INTEREST OR PENALTIES IN ITS 2012 FINANCIAL STATEMENTS RESULTING FROM UNCERTAIN INCOME TAX POSITIONS. AS OF JUNE 30, 2012, THE ORGANIZATION'S FEDERAL INCOME TAX AND STATE FILINGS FOR THE YEARS 2009 THROUGH 2012 REMAIN SUBJECT TO EXAMINATION BY MAJOR TAX JURISDICTIONS.

**Part XIV** **Supplemental Information (continued)**

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2011

**SCHEDULE D, PART XIV - SUPPLEMENTAL INFORMATION** PAGE 6

UNITED WAY OF COLUMBIA COUNTY

24-0840626

**SCHEDULE D, PART XII, LINE 4B  
OTHER REVENUE INCLUDED ON FORM 990 BUT NOT INCLUDED IN F/S**

DONOR DESIGNATIONS	\$	67,508.
TOTAL	\$	<u>67,508.</u>

**SCHEDULE D, PART XIII, LINE 4B  
OTHER EXPENSES INCLUDED ON FORM 990 BUT NOT INCLUDED IN F/S**

DESIGNATIONS	\$	67,508.
TOTAL	\$	<u>67,508.</u>

## **Supplemental Information Regarding Fundraising or Gaming Activities**

2011

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Inspector

Complete if the organization answered 'Yes' to Form 990, Part IV, lines 17, 18, or 19, or if the organization entered more than \$15,000 on Form 990-EZ, line 6a.  
► Attach to Form 990 or Form 990-EZ. ► See separate instructions.

Department of the Treasury  
Internal Revenue Service

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Name of the organization

UNITED WAY OF COLUMBIA COUNTY

**Employer identification number**

24-0840626

**Fundraising Activities.** Complete if the organization answered 'Yes' to Form 990, Part IV, line 17.

**Part 1 Fundraising Activities.** Complete if the organization answers "Yes" to Part 1 of the Form 990-EZ instructions. Form 990-EZ filers are not required to complete this part.

1 Indicate whether the organization raised funds through any of the following activities Check all that apply

- a Mail solicitations
- b Internet and email solicitations
- c Phone solicitations
- d In-person solicitations

- e Solicitation of non-government grants
- f Solicitation of government grants
- g Special fundraising events

2a Did the organization have a written or oral agreement with any individual (including officers, directors, trustees or key employees listed in Form 990, Part VII) or entity in connection with professional fundraising services?

Yes  No

**b** If 'Yes,' list the ten highest paid individuals or entities (fundraisers) pursuant to agreements under which the fundraiser is to be compensated at least \$5,000 by the organization

(i) Name and address of individual or entity (fundraiser)	(ii) Activity	(iii) Did fundraiser have custody or control of contributions?	(iv) Gross receipts from activity	(v) Amount paid to (or retained by) fundraiser listed in column (i)	(vi) Amount paid to (or retained by) organization
		Yes	No		
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
Total					0.

3 List all states in which the organization is registered or licensed to solicit contributions or has been notified it is exempt from registration or licensing

**Part II Fundraising Events.** Complete if the organization answered 'Yes' to Form 990, Part IV, line 18, or reported more than \$15,000 of fundraising event contributions and gross income on Form 990-EZ, lines 1 and 6b. List events with gross receipts greater than \$5,000.

REVENUE		(a) Event #1 "TRASH TO TREASURER"	(b) Event #2	(c) Other events	(d) Total events (add column (a) through column (c))
		(event type)	(event type)	(total number)	
	1 Gross receipts	15,904.			15,904.
	2 Less: Charitable contributions				
	3 Gross income (line 1 minus line 2)	15,904.			15,904.
DIRECT EXPENSES	4 Cash prizes				
	5 Noncash prizes				
	6 Rent/facility costs				
	7 Food and beverages				
	8 Entertainment				
	9 Other direct expenses	779.			779.
	10 Direct expense summary. Add lines 4 through 9 in column (d)				779.
	11 Net income summary. Combine line 3, column (d), and line 10				15,125.

**Part III Gaming.** Complete if the organization answered 'Yes' to Form 990, Part IV, line 19, or reported more than \$15,000 on Form 990-EZ, line 6a.

REVENUE		(a) Bingo	(b) Pull tabs/Instant bingo/progressive bingo	(c) Other gaming	(d) Total gaming (add column (a) through column (c))
	1 Gross revenue				
DIRECT EXPENSES	2 Cash prizes				
	3 Non-cash prizes				
	4 Rent/facility costs				
	5 Other direct expenses				
	6 Volunteer labor	<input type="checkbox"/> Yes _____ % <input type="checkbox"/> No	<input type="checkbox"/> Yes _____ % <input type="checkbox"/> No	<input type="checkbox"/> Yes _____ % <input type="checkbox"/> No	
	7 Direct expense summary. Add lines 2 through 5 in column (d)				
	8 Net gaming income summary. Combine lines 1, column (d) and line 7				

9 Enter the state(s) in which the organization operates gaming activities: \_\_\_\_\_

a Is the organization licensed to operate gaming activities in each of these states? \_\_\_\_\_

Yes  No

b If 'No,' explain: \_\_\_\_\_

\_\_\_\_\_

10a Were any of the organization's gaming licenses revoked, suspended or terminated during the tax year? \_\_\_\_\_

Yes  No

b If 'Yes,' explain: \_\_\_\_\_

\_\_\_\_\_

11 Does the organization operate gaming activities with nonmembers?

Yes

1 | No

**12** Is the organization a grantor, beneficiary or trustee of a trust or a member of a partnership or other entity formed to administer charitable gaming?

Yes

□ No

13 Indicate the percentage of gaming activity operated in

13a	%
13b	%

**14. Enter the name and address of the person who prepares the organization's gaming/special events books and records**

Name ► \_\_\_\_\_

**Address ►**

Does the organization have a contact with a third party from whom the organization receives gaming revenue?

**15a** Does the organization have a contact with a third party from whom the organization receives gaming revenue?  Yes  No

Name ►

**Address ►** 123 Main Street, Anytown, USA 12345

## 16 Gaming manager information

Name ► \_\_\_\_\_

Gaming manager compensation ► \$ \_\_\_\_\_

Description of services provided ► -----

Director/officer       Employee       Independent contractor

## 17 Mandatory distributions

a Is the organization required under state law to make charitable distributions from the gaming proceeds to retain the state gaming license?  Yes  No

**b** Enter the amount of distributions required under state law to be distributed to other exempt organizations or spent in the organization's own exempt activities during the tax year ► \$

**Part IV** **Supplemental Information.** Complete this part to provide the explanations required by Part I, line 2b, columns (iii) and (v), and Part III, lines 9, 9b, 10b, 15b, 15c, 16, and 17b, as applicable. Also complete this part to provide any additional information (see instructions).

**SCHEDULE I**  
(Form 990)

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

OMB No 1545-0047

**2011**

Department of the Treasury  
Internal Revenue Service  
Name of the organization

UNITED WAY OF COLUMBIA COUNTY

② जनरल ऑफिसर  
इन्स्पेक्टर

Complete if the organization answered 'Yes' to Form 990, Part IV, lines 21 or 22.  
► Attach to Form 990.

Name of the organization  
Employer identification number  
24-0840626

**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?

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.

Part II can be duplicated 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
(1) AMERICAN RED CROSS — 119 EAST SEVENTH STREET — BLOOMSBURG, PA 17815			68,000.	0.			
(2) BIG BROTHERS/BIG SISTERS — P.O. BOX 1285 — WILKES-BARRE, PA 18703				21,400.	0.		
(3) BLOOMSBURG AREA YMCA — 30 EAST SEVENTH STREET — BLOOMSBURG, PA 17815				60,000.	0.		
(4) BLOOMSBURG PUBLIC LIBRARY — 225 MARKET STREET — BLOOMSBURG, PA 17815				11,464.	0.		
(5) CAMP VICTORY — P.O. BOX 810 — MILLVILLE, PA 17846				14,039.	0.		
(6) CHILDREN'S MUSEUM — TWO WEST SEVENTH STREET — BLOOMSBURG, PA 17815				11,597.	0.		
(7) COLUMBIA CHILD DEVELOPMENT — 215 EAST FIFTH STREET — BLOOMSBURG, PA 17815				29,000.	0.		
(8) COLUMBIA-MONTOUR BOY SCOUTS — 5 AUDUBON COURT — BLOOMSBURG, PA 17815				50,000.	0.		

2 Enter total number of section 501(c)(3) and government organizations listed in the line 1 table

3 Enter total number of other organizations listed in the line 1 table

► 0

► 14

Schedule I (Form 990) (2011)

TEEA9901L 06/01/11

**BAA For Paperwork Reduction Act Notice, see the Instructions for Form 990.**

**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.

Part III can be duplicated 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
1					
2					
3					
4					
5					
6					
7					

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

## Continuation Sheet for Schedule I (Form 990)

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

2011

Continuation Page 1 of 1

Name of the organization

## UNITED WAY OF COLUMBIA COUNTY

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

TEE A40011 08/25/11

Schedule I Cont (Form 990) 2011

**SCHEDULE O**  
(Form 990 or 990-EZ)Department of the Treasury  
Internal Revenue Service**Supplemental Information to Form 990 or 990-EZ**

OMB No 1545-0047

**2011**Open to Public  
Inspection

Name of the organization

UNITED WAY OF COLUMBIA COUNTY

Employer identification number

24-0840626

**FORM 990, PART III, LINE 1 - ORGANIZATION MISSION**

WE ARE FUNDING LOCAL PARTNERS AS PART OF THE ORGANIZATION'S FOCUS ON ACHIEVING OUTCOMES IN FOUR AREAS DETERMINED TO BE ESSENTIAL IN IMPROVING PEOPLE'S LIVES AND STRENGTHENING OUR COMMUNITY:

1. HELPING CHILDREN AND FAMILIES LEAD SUCCESSFUL LIVES;
2. IMPROVING HEALTH AND INDEPENDENCE;
3. RESPONDING TO EMERGENCY AND BASIC NEEDS; AND
4. ENCOURAGING CIVIC AND NEIGHBORHOOD INVOLVEMENT.

**FORM 990, PART VI, LINE 11B - FORM 990 REVIEW PROCESS**

A COPY OF FORM 990 IS PROVIDED TO, AND REVIEWED BY, THE PRESIDENT OF THE BOARD PRIOR TO FILING.

**FORM 990, PART VI, LINE 12C - EXPLANATION OF MONITORING AND ENFORCEMENT OF CONFLICTS**

AT THE BEGINNING OF EACH PROGRAM YEAR, ALL BOARD OF TRUSTEES MEMBERS AND KEY EMPLOYEES ARE REQUIRED TO COMPLETE A NEW CONFLICT OF INTEREST DISCLOSURE FORM AND THE FORMS ARE REVIEWED AT A MEETING

**FORM 990, PART VI, LINE 19 - OTHER ORGANIZATION DOCUMENTS PUBLICLY AVAILABLE**

THE GOVERNING DOCUMENTS, CONFLICT OF INTEREST POLICY, AND FINANCIAL STATEMENTS ARE AVAILABLE TO ANYONE WHO REQUESTS TO SEE THEM AT THE UNITED WAY OFFICE DURING NORMAL BUSINESS HOURS.

THE ORGANIZATION'S FEDERAL FORM 990 IS ALSO AVAILABLE ON GUIDESTAR.COM.

# **UNITED WAY OF COLUMBIA COUNTY BY-LAWS**

## **ARTICLE I NAME**

The name of this corporation shall be United Way of Columbia County.

## **ARTICLE II NOT-FOR-PROFIT CORPORATION**

The corporation is a corporation as defined in Section 7103 of the Pennsylvania Nonprofit Corporation Law 1972 as amended.

## **ARTICLE III PURPOSES**

1. The purposes for which this corporation is formed are:

- (a) To assess, on a continuing basis, the need for human service programs; to seek preventative solutions to human problems; to assist in the development of new or the expansion or modification of existing human service programs; and foster cooperation among local, state and national agencies serving the community.
- (b) To develop, as fully as possible, the financial resources, both governmental and voluntary, needed to meet the human service needs of the community and reduce the number of appeals for financial support for services.
- (c) To deploy United Way financial support so as to maximize the resources available to agencies for services aimed at the most urgent current needs of the community, including those supplied by organizations not now receiving United Way financing.
- (d) To muster community support and commitment for the entire United Way enterprise through a systematic communications program which both speaks and listens to the community.
- (e) To manage United Way operations effectively, and to offer assistance to agencies wishing to improve their management skills.
- (f) To receive by gift, grant, devise, bequest or otherwise and from any private or public sources, personal or real property. To hold, administer, sell, invest,

reinvest, manage, use, disburse and distribute, and apply the income and/or principal of the same in accordance with the directions and intent of the donor or donors of such property. In the absence of such directions, the corporation may deem best from time to time, for the promotion of any or all of the foregoing purposes.

- (g) To develop an organization that has as its core values: Integrity, Impact, Volunteerism and Inclusiveness and acting as a Catalytic Leader in Columbia County, a Change-Agent, Partner and Neighbor, and be known for its Caring, Inspiring, Innovative, Approachable, Trustworthy, Dynamic and Result-Oriented activities.
- 2. No substantial part of the activities of this corporation shall be for the purpose of carrying on propaganda, or otherwise attempting to influence legislation. None of the activities of this corporation shall consist of participating in, or intervening in (including the publishing or distributing of statements), any political campaign on behalf of any candidate for public office.
- 3. No part of the net earnings of this corporation shall benefit any Member, Trustee or individual. The property of this corporation is irrevocably dedicated to charitable purposes and upon liquidation, dissolution or abandonment of the corporation, after providing for the debts and obligations, the remaining assets will not become the property of any private person but will be distributed to a nonprofit fund, foundation or corporation which is organized and operated exclusively for charitable purposes and which has established its tax-exempt status under Sections 501 (c)(3) and 509 (a)(1), (2) or (3) of the Internal Revenue Code of 1954.

#### **ARTICLE IV DURATION**

The period during which this corporation is to continue as a corporation is perpetual.

#### **ARTICLE V ADDRESS**

The area to be served by this corporation shall be Columbia County, Pennsylvania. The post office address of its principal office is Post Office Box 313, Bloomsburg, Pennsylvania 17815.

#### **ARTICLE VI MEMBERS**

- 1. The members of this corporation shall be 125 persons representative of diverse elements of the community including taxpayers, donors, users of community services and

persons affiliated with agencies and organizations serving the community. They shall serve as community advisors to and shall be appointed by the Board of Trustees at the Annual Meeting.

2. Each participating agency shall be entitled to designate a volunteer to serve as a member of this corporation. The agency may replace its representative at any time by notifying the Secretary in writing.

## **ARTICLE VII** **BOARD OF TRUSTEES**

1. The affairs of this corporation shall be under the control of a Board of Trustees consisting of no less than 15 and no more than 21 persons, all of whom shall be volunteers and neither paid personnel of this corporation nor of any organization receiving financial support from this corporation, all of whom shall be at least 18 years of age, with a majority being residents of Columbia County, Pennsylvania.
2. The Board shall elect the Trustees for three-year terms. Unless approved by the Board, no person may serve more than two consecutive three-year terms except after an absence from the Board of one year. Vacancies on the Board may be filled by an appointment of the remaining Trustees for the balance of the unexpired terms.
3. The Board may elect one additional member, who may be under 18 years of age, who shall be a representative of the youth of Columbia County and shall serve a one-year term of office. This member will be a high school student selected by the Nominating Committee from one of the school districts in Columbia County and serve on the Board without voting rights.
4. A Trustee who misses three (3) consecutive meetings of the Board without valid cause or notification may be deemed to have submitted their resignation from the Board. The Executive Committee will make recommendations to the Board regarding the implementation of this policy.

## **ARTICLE VIII** **MEETINGS, NOTICES, QUORUM**

1. The annual meeting of the members of this corporation shall be held at such place and on such day and hour as the Board of Trustees may determine.
2. Special meetings of the members shall be called by the Board Chair or Secretary at the request in writing of one-third of the Trustees in office, or at the written request of one-third of the members of the corporation. Such request shall state the purpose of the proposed meeting. Business transacted at all special meetings shall be confined to the subjects stated in the call and matters germane thereto.
3. Notice of any meeting of the members, annual or special, stating the time when and the place where it is to be held shall be served personally or by mail, telephone or e-mail

upon each member entitled to vote at such meeting, not less than ten or more than forty days before the meeting, and, if mailed, shall be directed to each member entitled to notice at his/her address, as it shall appear on the books and records of this corporation, unless he/she shall have filed with the Secretary of this corporation a written request that notices intended for him/her be mailed to some other address, in which case it shall be mailed to the address designated in such request.

4. The presence in person of not less than one-third of the Trustees entitled to vote is requisite and shall constitute a quorum at all meetings of members of the election of Trustees or for the transaction of other business, except as otherwise provided by law or by these By-laws. If a quorum of members shall not be present, those present will have power to adjourn the meeting without notice and with no business transacted.
5. Trustees and Committee Members may participate in Board and/or Committee Meetings by telephone, conference or other electronic means so long as all are able to communicate with each other. This will constitute legal presence.

## **ARTICLE IX** **MEETINGS OF BOARD**

1. Meetings of the Board of Trustees of this corporation shall be held at least quarterly and additional meetings may be held on the call of the Chair or, if the Chair is absent or unable or refuses to act, by any officer, or by any five Trustees.
2. Notice of any meeting of the Trustees, regular or special, stating the time when and the place where it is to be held shall be served personally or by mail, telephone or e-mail upon each Trustee not less than seven days before the meeting. The notice of any special meeting shall state the purpose or purposes of the proposed meeting. Business transacted at all special meetings shall be confined to the subjects stated in the call and matters germane thereto.
3. One-third of the Trustees shall constitute a quorum where the Board of Trustees will be able to conduct business.
4. In addition to the powers by these By-laws expressly conferred upon them, the Board of Trustees may exercise such powers and do such lawful acts and things as are not by statute or by these By-laws required to be exercised by the members or officers.
5. Telephone Meeting – Any one or more Trustees may participate in a meeting of the Board of Trustees by means of a conference telephone or similar electronic devise (video conferencing), which allows all persons participating at the meeting to hear each other. Participation in this manner shall be equivalent to presence in person at the meeting for purposes of determining if a quorum is present.
6. Manner of Voting
  - (a) Affirmative Vote. Except as otherwise expressly required by law, the Articles of Incorporation of the United Way, or these By-laws, the affirmative vote of a majority

of the Trustees present at any meeting at which a quorum is present shall be the act of the Board of Trustees. Each Trustee shall have one vote.

(b) **Voice Vote.** A vote by voice shall be the regular method of voting on any motion that does not require more than a majority vote for adoption. A show of hands shall be the method used for motions requiring more than a majority vote.

(c) **Polling.** The Chair or Vice-Chair may, if necessary, poll the Trustees on any matter by telephone, electronic mail or facsimile. Said vote must be acknowledged in writing at the next regular meeting as to the purpose and results of the poll. Such a consent shall have the same force as a vote taken at a regular or special meeting and may be accepted without further inquiry by any person relying thereon. The Secretary shall file the written consent with the minutes of the meetings of the Board.

## **ARTICLE X**

### **OFFICERS**

1. The officers of this corporation, elected by the Board of Trustees shall be Chair, Vice Chair, Secretary and Treasurer, all of whom shall be members of the Board of Trustees. All officers shall be elected by the Board at the Annual Meeting and serve for one year.
2. The Chair, or in his/her absence the Vice Chair, selected by the Board of Trustees, shall preside at all meetings of the Board of Trustees and shall perform the duties usually devolving upon a presiding officer.
3. The Secretary should attend all meetings of the Board and shall oversee the recording of all votes and minutes of all proceedings. The Secretary shall cause to have notice given of all meetings when notice is required by these By-laws. The Secretary shall be responsible to secure the original copy of the By-laws and all subsequent amendments.
4. The Treasurer shall oversee all funds and securities of the corporation and shall be responsible for keeping full and accurate accounts.

The Treasurer shall oversee the disbursement of funds of the corporation as ordered by the Board and shall report to the Board at its regular meetings an account of the financial condition of the corporation.

5. The Board of Trustees may require the Treasurer and other officers as deemed, and shall require full-time employees to be bonded.
6. The President, as an employee of the corporation, will hold the office of President of the corporation for the term of his/her employment; the President will serve on all committees of the Board, but without voting privileges.

The President will supervise and control the business, affairs and property of the corporation and will have general supervision over all of its employees and agents under

the direction of the Board. The President will perform all duties incident to that office and will see that all orders and resolutions of the Board are carried into effect. In the absence of the President, or in the event that the President is unable to carry out official duties, the Trustees may delegate the President's powers to an employee of the corporation, or the President may so delegate with the consent of the Board.

The salary and other remuneration of the President will be fixed by the Board. Salaries and wages of the other employees and agents will be determined by the Board in consultation with the President based on the recommended salary ranges approved by the Board.

7. The Board of Trustees shall cause the financial records to be audited annually by an independent Certified Public Accountant.

8. Any Officer/Trustee may resign at any time by giving written notice of such resignation to the Board. Unless otherwise specified in such written notice, such resignation will take effect upon receipt thereof by the Chair. A vacancy in any office shall be filled by the Board of Trustees for the unexpired term.

## **ARTICLE XI COMMITTEES**

1. There shall be an Executive Committee consisting of Board Officers and Vice Presidents appointed by the Trustees on the recommendation of the Chair. The Executive Committee shall have and exercise all the powers delegated to it by the Board subject to such limitations as the laws of the State of Pennsylvania or resolutions the Board may impose.

2. The Chair of the Board shall Chair the Executive Committee. The Executive Committee shall have power to make rules and regulations to conduct the business of the corporation as delegated by the Board of Trustees. A majority thereof shall constitute a quorum.

3. The Executive Committee shall keep regular minutes of its proceedings and report same to the Board.

4. The Chair shall appoint a nominating committee of members of this corporation to make nominations for the election of members and Trustees at the annual meeting of the corporation. The nominating committee shall also nominate persons to serve as officers, Trustees of the Board, and Chair of the annual fundraising campaign, and shall report these to the Board.

5. The Board Chair shall, from time to time, appoint such standing or special committees as are authorized by the Board. Each committee shall consist of such persons as the Board deem advisable. All acts of such committees shall be subject to approval of the Executive Committee or Board. The Board will review the need for such

committees annually and will add or remove them as needed. The Chair of the Board will appoint the chairs of each standing, ad hoc, or special committee or task force.

6. The Chairs of the Committees shall be eligible to attend and advise at all meetings of the Executive Committee/Board of Trustees.

## **ARTICLE XII INDEMNIFICATION**

The corporation will indemnify and hold harmless any trustee, officer or other representative who was or is a party or threatened to be made a party to any threatened, pending, or completed action, suit, or proceeding (including actions by or in right of the corporation to procure a judgment in its favor) by reason of the fact that they are or were a representative of the corporation, or is or was serving at the request of the corporation as a representative of another corporation, partnership, joint venture, trust or other enterprise, against expenses (including attorney's fees), judgments, fines, insurance deductibles and amounts paid in settlement actually and reasonably incurred, if such person has been successful on the merits or otherwise in any such action or, upon a determination in the specific case that such indemnification is proper in the circumstances because said person has met the standard of conduct applicable in Section 7741 or Section 7742 of the Pennsylvania Nonprofit Corporation Law of 1972. The corporation will purchase and maintain insurance and bonding for the purpose of indemnification on behalf of any or all persons to the full extent permitted under Section 7747 of the Pennsylvania Nonprofit Corporation Law of 1972.

## **ARTICLE XIII VACANCIES**

1. All vacancies on the Board of Trustees may be filled by vote of the remaining Trustees, at any stated or special meeting.
2. All vacancies in the Executive Committee may be filled by the Board of Trustees at any stated or special meeting.
3. In case there is a vacancy in any office of the corporation, this vacancy may be filled by vote of the Board of Trustees at any regular or special meeting. Such officers so elected shall serve until the next annual meeting of members and until their successors are elected and qualify.

## **ARTICLE XIV CHECKS**

All checks, or demands for money and notes of this corporation, shall be signed by such officer or officers as the Board designates.

## **ARTICLE XV FISCAL YEAR**

The fiscal year of this corporation shall begin on July 1 and continue until the following June 30.

## **ARTICLE XVI EMPLOYEES**

This corporation may have such agents and employees as shall be determined by the Board of Trustees.

## **ARTICLE XVII NONDISCRIMINATION**

All members, officers, trustees, committee members, employees, and persons served by this corporation will be selected entirely in compliance with the provisions of the Federal Civil Rights Act of 1964, the Equal Pay Act of 1963, the Age Discrimination in Employment Act of 1967, relevant portions of the Rehabilitation Act of 1973, the Americans with Disabilities Act of 1990, and the Pennsylvania Human Relations Act and all requirements imposed pursuant thereto, and all amendments thereto. United Way of Columbia County operates, by policy and practice, on a non-discriminatory basis, without regard to race, color, religion, ancestry, age, non-job-related handicap, citizenship, sexual orientation, or any other protected attribute.

## **ARTICLE XVIII CONFLICT OF INTEREST**

The standard behavior at the United Way of Columbia County is that all staff, volunteers, and board members scrupulously avoid conflicts of interest between the interests of the United Way on one hand, and personal, professional and business interests on the other. This includes avoiding potential and actual conflicts of interest, as well as perceptions of conflicts of interest.

The purposes of this policy are to protect the integrity of the United Way of Columbia County's decision-making process, to enable our constituencies to have confidence in our integrity, and to protect the integrity and reputations of volunteers, staff and board members.

In the course of meetings or activities, board members, staff and volunteers will disclose any interest in a transaction or decision where they, their family and/or significant others, employers, or close associates receive a benefit or gain. After disclosure, they understand that they will be permitted to participate in the discussion, but will not be permitted to vote on the question, and have the option to leave the room for the vote if they so desire.

## **ARTICLE XIX AMENDMENTS**

1. The By-laws of this corporation may be altered or repealed by the members by the vote of the majority present at any annual or special meeting called for that purpose.
2. The Board of Trustees shall have the power to make, alter, amend or repeal the By-laws of this corporation by a two-thirds vote of the Board present at any regular or special meeting thereof where notice of such proposed action has been announced in the notice of such meeting, subject to Title 15 Pa. C.S.A. §5504.
3. Any amendments, alterations, changes, additions or deletions from these By-laws whether made by the members of the Board, shall be consistent with the laws of this state which define, limit or regulate the powers of this corporation or the trustees of this corporation.

## **ARTICLE XX DISSOLUTION**

In the event the corporation is dissolved and liquidated, the Board will, after paying or making provisions for payment of all of the liabilities of the corporation, distribute the corporate property and assets to such organization(s) in Columbia County as in their judgment have purposes most closely aligned to those of United Way of Columbia County, Inc.; provided, however that the transferee organization(s) will then be a qualified tax-exempt charitable organization within the meaning of Sections 501(c)(3) and 170(b)(1)(A) other than in clauses (vii)and (viii) of the Internal Revenue Code of 1954 or their successor provisions, and will be an organization, contributions to which contributions are deductible under Sections 170, 2055 and 2522 of the Internal Revenue Code of 1954 or successor provisions. Any of the property or assets not so distributed will be disposed of by the court having jurisdiction of the dissolution and liquidation of a Pennsylvania nonprofit corporation exclusively to such charitable organization or organizations as are then qualified tax-exempt organizations as defined above.

## **ARTICLE XXI WHISTLEBLOWERS PROTECTION**

1. Any individual, volunteer or staff who has complaints or concerns about the United Way's accounting, internal controls or auditing matters, or who becomes aware of questionable accounting or auditing practices is strongly encouraged to report such matters to the Executive Committee of the United Way of Columbia County.
2. Supervisors and managers who become aware of questionable accounting or auditing matters, or receive complaints or concerns from other employees, must immediately report them directly to the Executive Committee in accordance with this policy and consult with the Executive Committee before undertaking an investigation/or other action. The Executive Committee has final responsibility and authority for the investigation and handling of these matters.

3. Any supervisor or manager who fails to report allegations of questionable accounting or auditing practices in accordance with this policy or otherwise fails to deal properly with such allegations may be subject to disciplinary action.
4. The Executive Committee will oversee the receipt and handling of allegations of questionable accounting/auditing matters. Based on its investigation the Executive Committee will direct United Way to take prompt and appropriate corrective actions.
5. Reports of questionable accounting or audit practices will be kept confidential to the extent possible. In order to ensure confidentiality, an employee may elect to make a complaint anonymously. United Way will not retaliate or take any form of reprisal against any person who makes a report pursuant to the policy. Any such reprisal by an employee is forbidden. Any employee who retaliates against another employee will be subject to discipline, up to and including discharge. An employee who believes they are subject to retaliation should report such suspected retaliation to the Executive Committee.

## **ARTICLE XXII** **DOCUMENT RETENTION/DESTRUCTION**

1. Individuals shall not knowingly alter, destroy, mutilate, etc. documents with the intent to impede, obstruct or influence an investigation of any department or agency of the United Way.
2. The following table provides the minimum requirements. This information is provided as guidance in determining this organization's document retention policy.

Type of Document	Minimum Requirement
Accounts payable ledgers and schedules	7 years
Audit reports	Permanently
Bank Reconciliations	2 years
Bank statements	3 years
Checks (for important payments and purchases)	Permanently
Contracts, mortgages, notes and leases (expired)	7 years
Contracts (still in effect)	Permanently
Correspondence (general)	2 years
Correspondence (legal and important matters)	Permanently
Correspondence (with customers and vendors)	2 years
Deeds, mortgages, and bills of sale	Permanently
Depreciation Schedules	Permanently
Duplicate deposit slips	2 years
Employment applications	3 years
Expense Analyses/expense distribution schedules	7 years
Year End Financial Statements	Permanently
Insurance Policies (expired)	3 years
Insurance records, current accident reports, claims, policies, etc.	Permanently
Internal audit reports	3 years
Inventories of products, materials, and supplies	7 years
Invoices (to customers, from vendors)	7 years
Minute books, bylaws and charter	Permanently
Patents and related Papers	Permanently
Payroll records and summaries	7 years
Personnel files (terminated employees)	7 years
Retirement and pension records	Permanently
Tax returns and worksheets	Permanently
Timesheets	7 years
Trademark registrations and copyrights	Permanently
Withholding tax statements	7 years

## **ARTICLE XXIII**

### **CODE OF ETHICS**

1. United Way of Columbia County (UWCC) is synonymous with charitable service. The general public associates the United Way name with worthy causes all over the county. Indeed, for many people United Way is the primary way they meet their desire to help their fellow human beings.

UWCC has a unique role as a leader of philanthropy to benefit human services and as a major resource to local human care organizations. Throughout Columbia County, United Way organizations have earned public trust nurtured by decades of ethical, honest and responsible charitable service. The continued success of UWCC and its member agencies depends upon the ethical conduct of each organization, its employees and representatives.

Employees and volunteers of UWCC should set an example for other non-profit organizations by their high standards of ethical conduct, professionalism, volunteer and charitable activities.

Thus, this code of ethics was developed to guide the conduct of all levels of employees and representatives of the United Way of Columbia County.

2. A personal commitment to integrity in all circumstances benefits each individual as well as the organization. Each representative of UWCC should:
  - (a) Respect and seek out the truth and avoid misrepresentation.
  - (b) Ensure fairness and objectivity in all activities.
  - (c) Set an example, as a representative of a leading non-profit organization, for high standards of professionalism.
  - (d) Honor the right of privacy of all people, including volunteers, staff, contributors and beneficiaries.
  - (e) Promote public confidence in philanthropic institutions.
3. As an employer, UWCC promotes professional excellence and encourages open and honest communication among all employees to create an atmosphere conducive to personal growth and career development.
  - (a) It is management's responsibility to:
    - (1) Encourage employee development. Communicate with personnel to help them achieve their goals and increase their self-esteem through job enrichment.

- (2) Evaluate employees on a fair and consistent basis. All employees should know what is expected of them and how they are progressing toward fulfilling expectations.
- (3) Show respect and empathy for employees. Be considerate while being mindful of managerial responsibilities.
- (4) Respect the opinions of subordinates on a regular basis.

(b) All UWCC employees, at every level, have the responsibility to:

- (1) Strive to meet performance standards at the highest level.
- (2) Refuse to engage in or tolerate any fraud, misuse, abuse or waste of UWCC resources.
- (3) Encourage growth and self-improvement in themselves and their co-workers.
- (4) Exhibit respect for co-workers and all those they come in contact with.
- (5) Have the courage to face situations squarely and offer a minority opinion when necessary.
- (6) Examine all alternatives with the understanding that the easiest action is not always in the best interest of the organization.
- (7) Comply with all legal requirements concerning substance abuse.
- (8) Comply with all other laws and regulations affecting the organization and their personal obligations.
- (9) Discuss any questions concerning interpretations or compliance with the code of ethics with their manager, UWCC counsel or other designated person.
- (10) Encourage the reporting of violations and protect those who report.

4. Volunteers represent the UWCC and should set examples through their ethical conduct and professionalism.

- (a) Volunteers will review the Code of Ethics and ensure that they adhere to the spirit of the code when making policy or otherwise managing the affairs of the organization.
- (b) No volunteer shall knowingly take any action or make any statement intended to influence the conduct of the UWCC in such a way as to confer any financial benefit on such volunteer, a member of his or her immediate

family, or any corporation in which he or she or such member has a significant interest as a stockholder, director or officer.

- (c) In the event that there comes before the Board of Trustees or the Executive Committee a matter for consideration or decision that raises a potential conflict of interest for any member of the Board or the Committee, the member shall disclose the conflict of interest as soon as possible and abstain from voting in connection with the matter. The disclosure and abstention shall be recorded in the minutes of the meeting.

5. Volunteers who serve the UWCC through its Board of Trustees and committees are crucial to its success. In order to assist volunteers to serve effectively and obtain satisfaction from their service, it is the responsibility of UWCC managers and /or employees, where applicable to:

- (a) Support volunteers so they can perform to the highest level of their contribution and personal satisfaction.
- (b) Treat all volunteers with fairness, equity and respect, providing appropriate mechanisms for their views and interests to be expressed.
- (c) Involve volunteers at appropriate levels and phases of the decision-making process.
- (d) Assist in the development and the understanding of the roles of volunteers and employees, respectively; set clear standards of performance for volunteers, and appropriately recognize their contributions.
- (e) Provide benefits and prerequisites to volunteers which are consistent with the spirit of voluntarism.

6. UWCC has responsibilities to its donors. Donors have placed faith in the United Way organization; it is the responsibility of volunteers and staff of the UWCC not to violate this trust and, where applicable, they should:

- (a) Make full and fair disclosure of all information relevant to donors who have a right to know how their dollars are spent.
- (b) Spend the donors' money wisely, efficiently and objectively.
- (c) Always observe the wishes of the donors as to allocation of their specific donation.
- (d) Be good stewards of donations that are utilized to pay the salaries of and provide benefits to employees, and refrain from allowing expenditures of funds that by their nature or amounts do not directly advance the mission of the UWCC.

7. Vendors must be treated fairly to avoid favoritism or appearance of impropriety.

(a) Afford all vendors the opportunity to offer or qualify their products or services on a competitive basis.

(b) Conduct all competitive bidding in a fair and professional manner, giving no special preferences or advantages to any vendor.

8. UWCC is an equal opportunity employer. Every employee should:

(a) Respect all co-workers and all other individuals without regard to race, color, religion, creed, age, sex, national origin or ancestry, marital status, veteran status, sexual orientation, or status as qualified disabled or handicapped individual.

(b) Support affirmative action and equal employment opportunity programs throughout UWCC.

(c) Refuse to engage in or tolerate in others any form of sexual harassment.

9. To avoid even the appearance of a conflict of interest, which would tarnish the image of the organization and undermine the public's trust in all United Way organizations, UWCC volunteers and staff should:

(a) Avoid any activity or outside interest which conflicts or appears to conflict with the best interest of UWCC. Any involvement with a current or potential UWCC vendor, grantee or competing organization may violate this code and should be cleared with the employee's supervisor.

(b) Refrain from participating in or influencing any decision or other action of UWCC or any local United Way organization that could result in a direct or indirect benefit to his or her family or any organization with which the employee is substantially affiliated.

10. No employee should accept any gratuity or favor for doing his or her job.

Accordingly, UWCC employees should not:

(a) Solicit or accept gratuities, gifts or favors, other than promotional gifts of nominal value, for themselves or their families.

(b) Accept food, transportation, or entertainment unless directly related to UWCC business.

(c) Use UWCC resources for personal gain.

11. Travel, entertainment and related expenses should be incurred on a basis consistent with the mission of UWCC. Accordingly, expenses incurred should comply with policies adopted by the UWCC Board of Trustees.

12. Outside employment and other activities should not interfere with an employee's responsibilities with UWCC. An employee is encouraged to inform his or her supervisor of any significant outside activities. An employee should avoid using UWCC resources to facilitate any outside employment or other activity.
13. Favoritism to relatives is unfair to other employees, and the appearance of favoritism is easily perceived. Accordingly, each UWCC employee should:
  - (a) Understand that persons related to UWCC employees by blood or marriage should not be employed except under special circumstances that are clearly in the best interest of UWCC and approved by the UWCC Board of Trustees.
  - (b) Understand that UWCC employees must never have supervisory or management authority over relatives.
  - (c) Understand that UWCC employees with decision-making authority should avoid selecting a consultant or service provider with a relative or personal friend employed by or affiliated with it.
14. UWCC employees should not be subjected to outside solicitation. Further, employees should be free from unwarranted interruptions in the form of solicitations from other employees, in order to concentrate on work. No employee should:
  - (a) Solicit or distribute literature for purposes inconsistent with the UWCC mission on UWCC premises.
  - (b) Use UWCC working time for non-UWCC purposes.
  - (c) Be required to contribute or respond to a solicitation or fear that his or her response will be a factor in the employee's career standing.
15. Confidentiality is a hallmark of professionalism. Each UWCC employee and volunteer should commit to:
  - (a) Ensure that all information which is confidential or privileged or which is not publicly available not be disclosed inappropriately.
  - (b) Ensure that all non-public information of other persons or firms acquired by UWCC personnel in dealing with outside firms on behalf of UWCC shall be treated as confidential and not disclosed
16. Diversity is valuing individuals without regard to race, religion, color, gender, nationality, sexual orientation, physical challenge and age. The ability of our Board of Trustees, staff and volunteers to embrace diversity, and make it an integral part of our business will enable us to serve our members and their communities' more effectively.

The UWCC will strive to embrace the principles of diversity which enrich our county and its communities.

Adopted: March 24, 2006

Amended: June 27, 2012