Board of Director's Meeting
Minutes – June 21, 2017

In attendance: Elizabeth Angelone, Kath Burgweger, Frank Carpenteri, Jeff Evans, Bill Finger, Pam Fornero, Joui Hessel, Nisha Hurst, Nancy Kail, Karen Keegan, Eileen Kim, Erin McCall, Richard Porter, Diane Viton, Nancy Weissler

Not in attendance: Donna Byrnes, Anne Franscioni, Daniel Fitzgerald, Anne Sherrerd, Patrick Sullivan, Brook Urban, Jill Weiner, Marie Woodburn

Staff attending: David Rabin, Jeremy Nappi

Invited Guest: Kenneth Mifflin, Advisory Board Vice Chair

Welcome – Karen Keegan, Chair

Karen Keegan called the meeting to order at 6:06 PM.

Karen Keegan welcomed everyone and previewed the meeting agenda that included the 4 votable items and the fundraising workshop conducted by Ken Mifflin.

Karen Keegan thanked all board members who attended Reading Champion graduations and tea.

Karen Keegan reviewed the 2018 Board and Advisory Board meeting dates and indicated that the dates are posted to the Board Portal.

She also reported that this year's Brew Ha Ha would be on Oct. 13 and that the event Chairs would like to enhance their live auction with either restaurants or accommodations for Nantucket, Martha's Vineyard or Stowe to complement round trip airfare already donated and valued at $3,000 to any of those destinations.

Karen Keegan thanked all the Board members who participated in the June 5 Executive Session from which the unvoted item would be tabled to the next Executive Session.

The Greenwich JR United Way Undies Project video was shown.

Approval of Minutes – William Finger, Secretary

Bill Finger made a motion to approve the minutes of June 5, 2017 as posted on the portal. Nancy Weissler seconded the motion. Motion passed unanimously.

Karen Keegan proceeded to share an email from the family who had left a bequest to the Greenwich United Way describing how they were pleased with the thought the Board had put into the use of funds, confirming their enthusiasm that it will go towards early childhood education.

Karen Keegan let the Board know that Stuart Adelberg also was pleased to hear that the Board had voted to use the funds of the Stuart Adelberg Community Impact Fund to support the Early Childhood Achievement Gap Solutions program.

CEO Report – David Rabin, CEO

David Rabin informed the Board that starting in July he will post a CEO Report to the Board on the portal preceding regular Board meetings.

He explained that GUW would pay half a month of rent to the new owner of 1 Lafayette Ct. for July to allow time for the move out plus any time necessary to finalize cleanup.

David Rabin then reviewed the Total Support and Revenue report indicating that Direct Impact in total had raised $1,127,339 and the Annual Campaign was at $1,792,054 (94% of goal).

United Way Worldwide Membership Proposal

Karen Keegan presented the annual Membership Certification Form from the United Way Worldwide, explaining that the Greenwich United Way Board must authorize our membership certification annually to continue as a member in good standing, in addition to which GUW must pay annual dues of approximately one percent of total fundraising revenue. She explained that membership carries certain standards and requirements intended to protect and strengthen the brand. She also explained that annual dues help cover national advertising, educational programs, networking and collaborative opportunities, helpful research, best practices, etc. Karen Keegan pointed out that the decision to continue as a local United Way was explicitly examined and approved by unanimous vote of the Board in January, 2015 as part of the current strategic plan, and the dues were provided for in the 2017/18 budget which the Board had approved at the June 5 meeting.

Bill Finger made a motion to approve the United Way Worldwide Membership Proposal as presented. Kath Burgweger seconded motion. Motion passed unanimously.

Resolution to Update Authorized Signers – Eileen Kim, Chair, Finance

Karen Keegan explained the policy and why changes occur to the authorized signers on our accounts Since Bill Finger had been elected Secretary of the Board he would need to be added as an authorized signer. Discussion ensued in which a question was raised regarding whether the Board needed to vote to discharge former signatories.

Eileen Kim motioned to add William Finger as an authorized signer on all accounts for the Greenwich United Way. Kath Burgweger seconded the Motion. The motion passed unanimously.

Community Investment Process 2016/2017 Extension Proposal – Kath Burgweger

Kath Burgweger reviewed the Extension Process and recommendation for $246,500 pending final information from the YMCA and Kids in Crisis.

David Rabin informed the Board that the YMCA answered all questions which had been asked about their request explaining what exactly the funds would be used for. Given this information, he recommended that $25,000 be granted to the YMCA..

David Rabin then recapped a recent meeting he and Karen Keegan had with Shari Shapiro and the Director of Development at Kids in Crisis (KIC) about their compliance with both our funding and PR agreement. KIC stated that if the GUW logo appeared on their website, it would prevent certain potential funders from reviewing their grant application. Kids in Crisis agreed that, if David Rabin would supply a letter of support which they could show to outside prospective funders, they would display the GUW logo on their website after the website is rebuilt following a recent hacking. Based on the expectation that KIC would honor this honor this verbal agreement, David Rabin recommended that $25,000 be granted to KiC.

Discussion ensued regarding the enforcement of the funding and PR agreement and the possibility of adding acknowledgement of being a Greenwich United Way agency at events.

Kath Burgweger motioned to approve the Community Investment Program 2017 Extension Grants as previously posted on the portal and amended as follows: $25,000 for Kids in Crisis, $25,000 for YMCA for a total of $296,500. Kath Burgweger noted in her motion that, as required by our Auditors, it is important to include the following wording in this motion: all Greenwich United Way funding commitments are conditional based on the success of our fundraising efforts as well as each agency's adherence to both the Funding and Publicity Agreements. Nancy Kail Seconded the Motion. Motion was unanimously approved.

New Business

Nancy Weissler updated the Board on the Community Planning Council and asked for community volunteer nominees for the next Community Planning Council year that will begin in September 2017 and run through June 2018.

Direct Impact Fundraising Workshop – Ken Mifflin, Vice Chair, Advisory Board & Jeremy Nappi

Ken Mifflin and Jeremy Nappi conducted a fundraising exercise with the Board.

Karen Keegan asked for a motion to adjourn the meeting. Bill Finger made the motion which Nancy Weissler seconded. Motion was unanimously approved.

Meeting adjourned at 8:57 PM.

Respectfully submitted,
Jeremy Nappi
Director of Development

DRAFT

greenwich
UNITED WAY
Local Insights. Lasting Results.

Wednesday, July 19th, 2017, 6:00pm
CEO Offices, 75 Holly Hill

Board Meeting Agenda

Welcome / Comments	Karen Keegan
Approval of the Minutes	William Finger, Secretary
Nominating Committee Proposal	Erin McCall
CEO Report	David Rabin
Fund Development Committee Report	Brook Urban
Finance Committee Report	Eileen Kim, Vice Chair, Finance
Community Investment Process Task Force Report	Nancy Weissler, Vice Chair, Community Programs & Services
New Business	
Adjourn	

Executive Session

Important Dates

August Executive Committee Meeting – Friday, August 11, 8:30am-10:00am
August – No Board Meeting (no Committee Reports Due)
September Committee Reports Due – Wednesday, September 6th
September Executive Committee Meeting – Friday, September 8th, 8:30am-10:00am
September Board Meeting and Campaign Kickoff – Wednesday, September 13th, Greenwich Hospital, (time TBD)
October Committee Reports Due – Wednesday, October 11th
October Executive Committee Meeting – Friday, October 13th, 8:30-10:00am
October Board Meeting – Wednesday, October 18th, 6pm, CEO Offices, 75 Holly Hill
November Board Retreat and Board Meeting – Saturday, November 4th, 9am – 4pm, Public Safety Complex
November Executive Committee Meeting – Thursday, November 9th, 8:30-10:00am
~~November Board Meeting – Wednesday, November 15th, 6pm, CEO Offices, 75 Holly Hill~~ CANCELED
Brew Ha Ha Comedy Night – Friday, October 13th, 6pm, Arch Street
Dance Event – Sunday, October 22nd, Time- TBD, Greenwich Academy, Massey Theatre

greenwich
UNITED WAY
Local Insights. Lasting Results.

Community Impact Report
July 2017

Community Planning Council – At its year-end June meeting, CPC members were asked for their feedback and program ideas for the 2017-2018 year. Nominating and program planning for 2017-2018 is underway. A list of the CPC programs since 2010 is attached. As part of the Nominating Process this year, the CPC Roles and Responsibilities, which are attached, were updated and revised.

Community Investment Process – At David Rabin's request, a Community Investment Process (CIP) Task Force, consisting of seven Board members, has been organized to review the 2016-2017 process and to make suggestions for 2017-2018. A similar task force had been convened last year to review the CIP since it was a transition year. The Task Force expects to make a report and recommendation to the Board at its September meeting.

GJrUW – The JrUW activities wrapped up in June with the conclusion of the school year. JrUW was successful in raising $1,000 for The Undies Project.

Nancy Weissler
Vice Chairman, Community Services and Programs

greenwich
UNITED WAY
Local Insights. Lasting Results.

GREENWICH UNITED WAY COMMUNITY PLANNING COUNCIL
Roles and Responsibilities

Purpose:
The Community Planning Council (CPC) is a committee of the Greenwich United Way (GUW). The CPC shall systematically identify, assess, and document the health and human services needs of Greenwich. The CPC has principal responsibility for the Needs Assessment, which is conducted every five years, that documents human service needs in the Greenwich community. Other activities of the CPC may include interim updates to the Needs Assessment and other activities which further the GUW commitment to raising awareness of unmet local human services needs. The CPC and the GUW Board of Directors annually enter into a Memorandum of Understanding that governs their relationship.

Membership:
The CPC is composed of at least 15 individuals, at least six of whom shall be GUW Board members. The remaining members are appointed by the CPC Chair in consultation with the Vice Chairman of Community Services and the CEO and include broad representation of municipal health and human services departments, service providers, and community volunteers. The CPC Chair is a GUW Board member appointed by the GUW Board Chairman.

Term of Service:
All members who are community volunteers and human service providers serve a two-year term, to be renewed once (for a maximum of four years). After a one-year hiatus, said member may be considered for membership. Terms commence on September 1 of each year.

The Board Chair will appoint representatives from the GUW Board. These are one-year terms that commence in January of each year.

Representatives of designated organizations are mutually agreed upon by the GUW and the organization.

Individual Member Responsibility:
All CPC members are expected to:

- Attend all CPC meetings and events (9-10 per year).
- Serve on at least one CPC committee or task force.

CPC Meeting Schedule:
Meetings are held monthly on the third Tuesday of the month (unless otherwise noted) from September through June. Meetings begin promptly at 8:30 am and adjourn at 9:30 am and are generally held at Temple Sholom, 300 East Putnam Avenue, unless otherwise indicated.

GREENWICH UNITED WAY PLANNING COUNCIL
Program Speakers 2010-2017

2010-2011

Chris Winters, Greenwich High School Headmaster (10/10)
Wendy Blumenthal, Needs Assessment Chair (11/10)
Panel: Mental Health Issues Facing Young Adults (4/2011)
Panel: Early Childhood Education (5/11)

2011-2012

Roger Lulow (Interim Schools Superintendent) (10/11)
Panel: Independent Schools (11/11)
Nicole Narea, High School student and author of article on teen drinking (1/12)
Alan Barry, DSS (2/2012)
Richard Porth, United Way of CT (3/12)
Frank Corvino, Greenwich Hospital (4/12)
Panel: Senior Services (5/12)

2012-2013

William McKersie (Schools Superintendent) (10/12)
Jennifer Lau, Bridging the Digital Divide (11/12)
Patsy Schumacher, DSS and Mental Health Providers Group (1/2013)
Jenny Byxbee, Youth Services (2/2013)
Lori Contadino, Commission on Aging (3/2013)
Kathy Stewart, School Readiness Program (5/2013)

2013-2014

Avid
Neighbor to Neighbor
YWCA Domestic Abuse Services
GPS Schools Superintendent
Greenwich Disaster Response Team

2014-2015

ALICE
Youth Programs (B&G Club, YMCA)
Greenwich Chief of Police Jim Heavey
Supportive Housing (Abilis, Pathways)
GHS Innovation Lab
Youth Mental Health Issues (Child Guidance Center)
Greenwich United Way Strategic Plan
Greenwich Senior Center Off-site/Senior Issues

2015-2016

Junior League/Byram Pool Project
Youth Service Issues (Jenny Byxbee)
Transportation for Older Adults and People with Special Needs
Continuum of Care for Older Adults
Greenwich High School: Chris Winters and Innovation Lab
Needs Assessment Findings

2016-2017

Opioid Addiction
"Alice" presentation
Achievement Gap—focus on Western Middle School and Hamilton Avenue
Fairfield County Foundation
Severe Mental Illness
Access to Health Care for Low-Income Residents
Food Insecurity
Greenwich Library: field visit

greenwich
UNITED WAY
Local Insights. Lasting Results.

Community Impact Report
July 2017

Community Planning Council – At its year-end June meeting, CPC members were asked for their feedback and program ideas for the 2017-2018 year. Nominating and program planning for 2017-2018 is underway. A list of the CPC programs since 2010 is attached. As part of the Nominating Process this year, the CPC Roles and Responsibilities, which are attached, were updated and revised.

Community Investment Process – At David Rabin's request, a Community Investment Process (CIP) Task Force, consisting of seven Board members, has been organized to review the 2016-2017 process and to make suggestions for 2017-2018. A similar task force had been convened last year to review the CIP since it was a transition year. The Task Force expects to make a report and recommendation to the Board at its September meeting.

GJrUW – The JrUW activities wrapped up in June with the conclusion of the school year. JrUW was successful in raising $1,000 for The Undies Project.

Nancy Weissler
Vice Chairman, Community Services and Programs

greenwich
UNITED WAY
Local Insights. Lasting Results.

GREENWICH UNITED WAY COMMUNITY PLANNING COUNCIL
Roles and Responsibilities

Purpose:
The Community Planning Council (CPC) is a committee of the Greenwich United Way (GUW). The CPC shall systematically identify, assess, and document the health and human services needs of Greenwich. The CPC has principal responsibility for the Needs Assessment, which is conducted every five years, that documents human service needs in the Greenwich community. Other activities of the CPC may include interim updates to the Needs Assessment and other activities which further the GUW commitment to raising awareness of unmet local human services needs. The CPC and the GUW Board of Directors annually enter into a Memorandum of Understanding that governs their relationship.

Membership:
The CPC is composed of at least 15 individuals, at least six of whom shall be GUW Board members. The remaining members are appointed by the CPC Chair in consultation with the Vice Chairman of Community Services and the CEO and include broad representation of municipal health and human services departments, service providers, and community volunteers. The CPC Chair is a GUW Board member appointed by the GUW Board Chairman.

Term of Service:
All members who are community volunteers and human service providers serve a two-year term, to be renewed once (for a maximum of four years). After a one-year hiatus, said member may be considered for membership. Terms commence on September 1 of each year.

The Board Chair will appoint representatives from the GUW Board. These are one-year terms that commence in January of each year.

Representatives of designated organizations are mutually agreed upon by the GUW and the organization.

Individual Member Responsibility:
All CPC members are expected to:

- Attend all CPC meetings and events (9-10 per year).
- Serve on at least one CPC committee or task force.

CPC Meeting Schedule:
Meetings are held monthly on the third Tuesday of the month (unless otherwise noted) from September through June. Meetings begin promptly at 8:30 am and adjourn at 9:30 am and are generally held at Temple Sholom, 300 East Putnam Avenue, unless otherwise indicated.

GREENWICH UNITED WAY PLANNING COUNCIL
Program Speakers 2010-2017

2010-2011

Chris Winters, Greenwich High School Headmaster (10/10)
Wendy Blumenthal, Needs Assessment Chair (11/10)
Panel: Mental Health Issues Facing Young Adults (4/2011)
Panel: Early Childhood Education (5/11)

2011-2012

Roger Lulow (Interim Schools Superintendent) (10/11)
Panel: Independent Schools (11/11)
Nicole Narea, High School student and author of article on teen drinking (1/12)
Alan Barry, DSS (2/2012)
Richard Porth, United Way of CT (3/12)
Frank Corvino, Greenwich Hospital (4/12)
Panel: Senior Services (5/12)

2012-2013

William McKersie (Schools Superintendent) (10/12)
Jennifer Lau, Bridging the Digital Divide (11/12)
Patsy Schumacher, DSS and Mental Health Providers Group (1/2013)
Jenny Byxbee, Youth Services (2/2013)
Lori Contadino, Commission on Aging (3/2013)
Kathy Stewart, School Readiness Program (5/2013)

2013-2014

Avid
Neighbor to Neighbor
YWCA Domestic Abuse Services
GPS Schools Superintendent
Greenwich Disaster Response Team

2014-2015

ALICE
Youth Programs (B&G Club, YMCA)
Greenwich Chief of Police Jim Heavey
Supportive Housing (Abilis, Pathways)
GHS Innovation Lab
Youth Mental Health Issues (Child Guidance Center)
Greenwich United Way Strategic Plan
Greenwich Senior Center Off-site/Senior Issues

2015-2016

Junior League/Byram Pool Project
Youth Service Issues (Jenny Byxbee)
Transportation for Older Adults and People with Special Needs
Continuum of Care for Older Adults
Greenwich High School: Chris Winters and Innovation Lab
Needs Assessment Findings

2016-2017

Opioid Addiction
"Alice" presentation
Achievement Gap—focus on Western Middle School and Hamilton Avenue
Fairfield County Foundation
Severe Mental Illness
Access to Health Care for Low-Income Residents
Food Insecurity
Greenwich Library: field visit

greenwich
UNITED WAY
Local Insights. Lasting Results.

July Fund Development Report

Annual Campaign:

We have held the June books open a few additional days since we moved and the mail is being forwarded. It appears that we will end the year $60K under our goal of $1,896,500. There is a large workplace campaign still outstanding $40K that we have been researching for a few months.....we have not given up. Our events, Leadership and Residential divisions achieved and exceeded goal. Marie Woodburn will be discussing next year's campaign at the Board meeting.....remember, we ask for 100% participation by the September kickoff which is September 13.

DIP:

We raised $1,171,614 for DIP and there was cannibalization from the Annual Campaign. Our total fundraising for the year will be over $3,000,000. We should feel successful!

A BIG thank you to Frank Carpentieri for stepping up and planning, in collaboration with his wife, a dance event to raise funds for YIP. Stay tuned for more info but mark your calendar for Oct. 22

Thank you to everyone who participated in the "Target" practice at the last Board meeting. Jeremy is collating the information and we will be devising a strategy to use the information with your help! Those who did not complete the task will be emailed with options to do it.

Brew Ha-Ha, Comedy Night:

The committee has met and are moving forward with Comedian selection. Jane Condon is assisting again this year and the event will be a resounding success. The committee will be looking for Board help again this year with wine donations for the cork game, Live auction items, including rounds of golf at area clubs so we can repeat our successful item from last year. More to come.....

Sole Sisters:

The Co-chairs are actively pursuing a speaker. If you have any connections please let Jeremy know and we will follow up.

Golf:

The Co-chairs are reviewing venues and will make a decision and we will announce a date.....

2018 Gala

Co-Chair Sabrina Raquet met informally with David, Jeremy and Karen last week. They are currently in the process of putting together the committee and tentatively planning a brainstorming session later this month. **Please contact Jeremy if you are interested in joining the 2018 Gala Committee – All Welcome!!!**

Respectfully submitted, Brook Urban.

greenwich
UNITED WAY
Local Insights. Lasting Results.

Board Restricted Fund Committee Report
July 2017

Following up on the steps outlined in the June 15 memorandum to the Board, the Board Restricted Fund Committee has worked closely with senior management to execute documents engaging Brown Advisory as investment advisor and Fidelity as custodian for the Board Restricted Funds. Brown Advisory is acting as an advisor only, and GUW funds will be held by and/or pass through Fidelity only.

The first $1.5mm of funds has been transferred to Fidelity, and Brown expects to invest those funds over the course of the next 2-3 weeks to build the fixed income allocation as well as starting holdings in US large cap and small cap equities. Investment of the remaining funds will be reevaluated at that point. A conversation will be held with Brown Advisory in early August to determine where the balances will be invested.

In addition to the Board Restricted Fund Operating Rules which are encoded in the GUW Bylaws, Brown has recommended that the Greenwich United Way develop and adopt a separate Investment Policy Statement, a draft of which they have provided for review.

Respectfully submitted on behalf of the BRF Committee,
Karen Keegan

greenwich
UNITED WAY
Local Insights. Lasting Results.

July 12th, 2017

Nominating Committee Report-Anne Sherrerd, Chair

The Nominating Committee will be spending the summer asking individuals to join the Board of Directors and the Advisory Board. We expect this process to be completed in the early Fall and plan to present the 2018 slates at the October Board Meeting.

The Nominating Committee is also bringing a proposal to the July Board Meeting, which will be attached to Mary's email with the agenda and other information.

greenwich
UNITED WAY
Local Insights. Lasting Results.

July 10th, 2017

Human Resources Committee Report-Erin McCall, Chair

Met with David to discuss Caroline Smits leave as well as began discussions on improving the Performance Review Forms. Will meet in the Fall with David to start narrowing down any changes to the forms and how reviews are conducted.

greenwich
UNITED WAY
Local Insights. Lasting Results.

July 19, 2017

Strategic Initiatives Committee – Donna Byrnes

The Strategic Initiatives Committee, in conjunction with consultant Polisi-Jones, is in the process of drafting a rearticulation of our mission and vision statement. A balanced group of staff and volunteers is participating (Karen Keegan, Nisha Hurst, Donna Byrnes, Anne Sherrerd, Jeremy Nappi, and David Rabin). The Polisi-Jones Team will be at the September board meeting to be introduced and to present the rearticulated mission and vison statement.

greenwich
UNITED WAY
Local Insights. Lasting Results.

Nominating Committee Proposal **7/19/17**

The Nominating Committee, in conjunction with the Board Restricted Fund Committee, proposes that Dan Fitzgerald be elected to serve on the Board Restricted Fund Committee effective immediately. Dan, currently in his third year on the Greenwich United Way Board, played a critical role in the creation of the Board Restricted Fund and Operating Rules. Dan is a Principal in Cummings & Lockwood's Private Clients Group and lives and works in Greenwich. His practice focuses on estate planning, estate administration, taxation, partnerships, probate litigation and defending tax audits. He has worked with a broad range of finance, accounting, hedge fund and private equity professionals, as well as artists and entrepreneurs.

Respectfully submitted,
Anne Sherrerd

greenwich
UNITED WAY
Local Insights. Lasting Results.

CEO Board Report
July 2017

It's been 17 months since I started at GUW. When I walked into 1 Lafayette Court two days before my start date to show my wife my new office, the basement was flooded and pipes were frozen. When I walked into 500 WPA two days after we moved in to show my wife my new office, it was raining in Jeremy's office and the ceiling tiles were collapsed into mush on his desk and computer from a leak in the brand-new HVAC system. Moral of the story: DO NOT BRING YOUR WIFE TO WORK!

- Completed office move process
- Concluded Community Investment Process Extension (letters sent to agencies and checks cut totaling $296,500).
- Joanne Delone (current GJrUW Program Coordinator) is helping us with CPC, CIPTF, CIP, YPC, CEO Roundtable. She will work 18 hours per week. Email is jdelone@greenwichunitedway.org
- Joined and attended Greenwich Prevention Council (Chief Heavey and Alan Barry, Co-Chairs), we met to address a Needs Assessment finding (drug and alcohol use in Greenwich).
- Joined and attended Results Based Accountability Initiative – Meeting led by AB member Dr. Alan Barry – the goal of RBA is to develop an improved system approach for directing services, assessing the success of programs and determining the appropriate resources for achieving results with low income and high at risk Greenwich population by a disciplined approach to improve lives of children and families and improving the performance of programs. Several non-profits are part of this task force.
- Weekly marketing meetings held with Sarah Bamford to continue to develop strategies to raise GUW awareness / funding.
- Joined and attended Youth Services Bureau Advisory Board (First Selectman's Committee, Chaired by Jenny Byxbee.) Asked by Peter Tesei to serve on this committee. Meets regularly for planning, evaluation, coordination, and implementation of a network of resources and opportunities for children, youth, and their families.
- Thank you to all who are participating in the Meal Train to help Caroline Smit get through this difficult time. And a special thank you to Joui Hessel for organizing it.

MARTIN, DECRUZE & COMPANY LLP

Certified Public Accountants

To the Board of Trustees of
United Way of Greenwich, Inc.
Greenwich, CT

Management is responsible for the accompanying financial statements of United Way of Greenwich, Inc. (a nonprofit organization), which comprise the balance sheet as of May 31, 2017, and the related statements of activities and functional expenses for the year and month then ended in accordance with accounting principles generally accepted in the United States of America. We have performed a compilation engagement in accordance with Statements on Standards for Accounting and Review Services promulgated by the Accounting and Review Services Committee of the AICPA. We did not audit or review the financial statements nor were we required to perform any procedures to verify the accuracy or completeness of the information provided by management. Accordingly, we do not express an opinion, a conclusion, nor provide any form of assurance on these financial statements.

Management has elected to omit substantially all of the disclosures required by accounting principles general accepted in the United States of America. If the omitted disclosures were included in the financial statements, they might influence the user's conclusions about the Organization's financial position, changes in net assets, and cash flows. Accordingly, these financial statements are not designed for those who are not informed about such matters.

We are not independent with respect to United Way of Greenwich, Inc.

Martin, DeCruze & Company, LLP
Stamford, CT 06905

July 5, 2017

2777 Summer St. • 4th Floor • Stamford, CT 06905

Tel 203.327.7151 • Fax 203.977.8314 • www.mdcocpa.com

United Way of Greenwich
Statement of Activities
May 2017 Year to Date

	BUDGET		*ACTUAL*		
	Annual	YTD	YTD	Variance	Prior YTD
Support and Revenue					
Campaign Results					
Local Campaign	1,350,000	1,282,500	1,159,231	(123,269)	1,446,014
Tri-State - Unrestricted	-	-	-	-	1,034
Direct Impact - Youth Impact Programming	-	-	48,333	48,333	-
Donor Designations - In	200,000	190,000	168,685	(21,315)	280,603
Donor Designations - Out	(15,000)	(13,750)	(11,744)	2,007	(9,450)
Less: Provision for Uncollectibles	(60,000)	(55,000)	(55,000)	-	(55,994)
Total Campaign Results	1,475,000	1,403,750	1,309,506	(94,244)	1,662,207
Other Revenue					
Other Contributions (bequests, spec gifts, etc)	150,000	137,500	168,541	31,041	81,894
Youth Services grants/revenue	12,500	11,458	11,100	(358)	70,114
Total Other Revenue	162,500	148,958	179,641	30,683	152,008
Events					
Sole Sisters (receipts)	275,000	275,000	297,832	22,832	346,816
Sole Sisters (expenses)	(50,000)	(50,000)	(47,782)	2,218	(52,297)
Comedy Night (receipts)	70,000	70,000	100,152	30,152	66,841
Comedy Night (expenses)	(20,000)	(20,000)	(26,566)	(6,566)	(14,157)
Golf (receipts)	85,000	85,000	103,656	18,656	-
Golf (expenses)	(35,000)	(35,000)	(48,268)	(13,268)	-
Net Event Income	325,000	325,000	379,024	54,024	347,203
HSTS Revenue					
Camp Guide	15,000	15,000	12,270	(2,730)	15,539
HSTS Misc.	1,000	917	250	(667)	29,600
Total HSTS Revenue	16,000	15,917	12,520	(3,397)	45,139
Investment Income	10,000	9,167	27,633	18,467	19,948
Total Support and Revenue	1,988,500	1,902,792	1,908,324	5,532	2,226,505
Expenses					
Allocations & Board Designated					
Allocations to Agencies	745,000	661,666	390,000	(271,666)	813,562
Special/Critical Response Grants	10,000	9,167	1,000	(8,167)	-
Total Allocations & Board Designated	755,000	670,833	391,000	(279,833)	813,562
Program/Operating/Depreciation					
UWG Program/Operating	807,806	741,460	702,107	(39,353)	689,746
YIP Program/Operating	38,207	34,879	41,861	6,982	102,301
HSTS Program/Operating	26,500	24,292	20,768	(3,524)	89,248
Depreciation	17,000	15,583	15,779	196	16,437
Total Program/Operating/Depreciation	889,513	816,214	780,515	(35,699)	897,732
Non-recurring items	10,000	9,167	-	(9,167)	132,793
Total Expenses	1,654,513	1,496,213	1,171,515	(324,698)	1,844,087
Other Income					
Sale of building, less expenses and basis	-	-	2,214,969	2,214,969	-
Total Other Income	-	-	2,214,969	2,214,969	-
Increase (Decrease) in Net Assets	333,987	406,578	2,951,778	2,545,199	382,418

See Accountant's Compilation Report

United Way of Greenwich
Detail of Expenses
May 2017 Year to Date

	BUDGET		*ACTUAL*		
	Annual	YTD	YTD	Variance	Prior YTD
Program/Operating/Depreciation					
UWG Program/Operating Expenses					
Salaries & related expenses - UWG	457,706	419,564	379,878	(39,686)	425,656
Salaries & related expenses - DI Fundraising	-	-	21,413	21,413	-
Outsourced marketing	56,000	51,333	45,010	(6,323)	31,315
Outsourced accounting	54,000	49,500	55,145	5,645	44,083
State and National dues	31,000	31,000	23,598	(7,402)	20,828
Bank/brokerage/credit card fees	20,000	18,333	15,270	(3,064)	29,536
IT	28,000	25,667	35,774	10,108	19,867
Occupancy (bldg/maint/util)	25,000	22,917	25,541	2,625	20,731
Building Sale Expenses	12,500	11,458	4,582	(6,876)	-
Audit fees	18,000	13,500	14,200	700	10,900
Insurance	14,000	12,833	10,729	(2,104)	16,898
Office equipment	12,000	11,000	4,890	(6,110)	13,123
Campaign expenses	39,000	37,138	30,432	(6,706)	12,999
Marketing expenses	8,500	7,792	4,477	(3,315)	14,111
Postage/shipping	6,000	5,500	5,549	49	5,447
Office supplies and expenses	5,500	5,042	6,341	1,299	5,810
Telephone and internet	6,400	5,867	5,985	119	5,865
Community planning	2,500	2,292	2,675	384	2,021
Other professional services	2,000	1,833	1,835	2	1,837
Subscriptions/memberships	900	825	484	(341)	1,323
Conferences/training	800	733	1,886	1,153	427
Misc expense	500	458	490	32	6,969
Board Expenses	5,000	4,583	4,244	(340)	-
Legal Fees	2,500	2,292	1,679	(613)	-
Total UWG Program/Operating Expenses	807,806	741,460	702,107	(39,353)	689,746
Youth Impact Programming					
Salaries & related expenses - YIP	25,167	23,070	23,719	649	58,503
Salaries & related expenses - DI Fundraising	-	-	10,707	10,707	-
Reading Champion Op Ex	8,040	7,309	6,995	(314)	5,724
JRUW	2,500	2,250	436	(1,814)	8,875
Youth Planning Council	2,500	2,250	-	(2,250)	-
Other YIP Expenses	-	-	4	4	29,199
Total YIP Program/Operating Expenses	38,207	34,879	41,861	6,982	102,301
HSTS Program/Operating Expenses					
Salaries & related expenses - HSTS	24,000	22,000	19,679	(2,321)	41,488
Consultant - HSTS	-	-	-	-	16,480
Miscellaneous HSTS	2,500	2,292	1,089	(1,203)	31,280
Total HSTS Program/Operating Expenses	26,500	24,292	20,768	(3,524)	89,248
Depreciation Expense	17,000	15,583	15,779	196	16,437
Non-recurring items					
Restructuring	10,000	9,167	-	(9,167)	24,543
Other	-	-	-	-	108,250
Non-recurring items	10,000	9,167	-	(9,167)	132,793
Total Expenses	899,513	825,381	780,515	(44,865)	1,030,525

See Accountant's Compilation Report

United Way of Greenwich
Statement of Activities
May 2017

	BUDGET		*ACTUAL*	
	Annual	Month	Current Month	Variance
Support and Revenue				
Campaign Results				
Local Campaign	1,350,000	67,500	40,106	(27,394)
Direct Impact - Youth Impact Programming	-	-	-	-
Donor Designations - In	200,000	10,000	5,357	(4,643)
Donor Designations - Out	(15,000)	(1,250)	-	1,250
Less: Provision for Uncollectibles	(60,000)	(5,000)	(5,000)	-
Total Campaign Results	1,475,000	71,250	40,464	(30,786)
Other Revenue				
Other Contributions (bequests, spec gifts, etc)	150,000	12,500	841	(11,659)
Youth services grants/revenue	12,500	1,042	5,000	3,958
Sale of building, less expenses	-	-	-	-
Total Other Revenue	162,500	13,542	5,841	(7,701)
Events				
Sole Sisters (receipts)	275,000	-	18,178	18,178
Sole Sisters (expenses)	(50,000)	-	(101)	(101)
Comedy Night (receipts)	70,000	-	-	-
Comedy Night (expenses)	(20,000)	-	(10)	(10)
Golf (receipts)	85,000	34,000	50,606	16,606
Golf (expenses)	(35,000)	(14,000)	(47,140)	(33,140)
Net Event Income	325,000	20,000	21,533	1,533
HSTS Revenue				
Camp Guide	15,000	-	-	-
HSTS Misc.	1,000	83	250	167
Total HSTS Revenue	16,000	83	250	167
Investment Income	10,000	833	6,646	5,812
Total Support and Revenue	1,988,500	105,708	74,733	(30,975)
Expenses				
Allocations & Board Designated				
Allocations to Agencies	745,000	83,334	-	(83,334)
Special/Critical Response Grants	10,000	833	-	(833)
Total Allocations & Board Designated	755,000	84,167	-	(84,167)
Program/Operating/Depreciation				
UWG Program/Operating	807,806	72,045	58,635	(13,410)
YIP Program/Operating	38,207	3,328	6,905	3,577
HSTS Program/Operating	26,500	2,208	1,977	(231)
Depreciation	17,000	1,417	837	(580)
Total Program/Operating/Depreciation	889,513	78,998	68,354	(10,643)
Non-recurring items	10,000	833	-	(833)
Total Expenses	1,654,513	163,998	68,354	(95,644)
Other Income				
Sale of building, less expenses and basis	-	-	-	-
Total Other Income	-	-	-	-
Increase (Decrease) in Net Assets	333,987	(58,290)	6,379	64,669

See Accountant's Compilation Report

United Way of Greenwich
Detail of Expenses
May 2017

	BUDGET		*ACTUAL*	
	Annual	Month	Current Month	Variance
Program/Operating/Depreciation				
UWG Program/Operating Expenses				
Salaries & related expenses - UWG	457,706	38,142	35,886	(2,256)
Salaries & related expenses - DI Fundraising	-	-	1,136	1,136
Outsourced marketing	56,000	4,667	-	(4,667)
Outsourced accounting	54,000	4,500	4,500	-
State and National dues	31,000	5,700	4,149	(1,551)
Bank/brokerage/credit card fees	20,000	1,667	2,139	472
IT	28,000	2,333	421	(1,912)
Occupancy (bldg/maint/util)	25,000	2,083	2,821	738
Building Sale Expenses	12,500	1,042	-	(1,042)
Audit fees	18,000	4,500	3,000	(1,500)
Insurance	14,000	1,167	52	(1,114)
Office equipment	12,000	1,000	141	(859)
Campaign expenses	39,000	1,861	3,226	1,365
Marketing expenses	8,500	708	528	(180)
Postage/shipping	6,000	500	31	(469)
Office supplies and expenses	5,500	458	454	(4)
Telephone and internet	6,400	533	556	23
Community planning	2,500	208	49	(159)
Other professional services	2,000	167	(540)	(707)
Subscriptions/memberships	900	75	-	(75)
Conferences/training	800	67	-	(67)
Misc expense	500	42	65	23
Board Expenses	5,000	417	21	(396)
Legal Fees	2,500	208	-	(208)
Total UWG Program/Operating Expenses	807,806	72,045	58,635	(13,410)
Youth Impact Programming				
Salaries & related expenses - YIP	25,167	2,097	3,577	1,479
Salaries & related expenses - DI Fundraising	-	-	568	568
Reading Champion Op Ex	8,040	731	2,681	1,950
JRUW	2,500	250	75	(175)
Youth Planning Council	2,500	250	-	(250)
Local Prevention Council (LMG) Op Ex	-	-	-	-
Other YIP Expenses	-	-	4	4
Total YIP Program/Operating Expenses	38,207	3,328	6,905	3,577
HSTS Program/Operating Expenses				
Salaries & related expenses - HSTS	24,000	2,000	1,878	(122)
Consultant - HSTS	-	-	-	-
Miscellaneous HSTS	2,500	208	99	(109)
Total HSTS Program/Operating Expenses	26,500	2,208	1,977	(231)
Depreciation Expense	17,000	1,417	837	(580)
Non-recurring items				
Restructuring	10,000	833	-	(833)
Non-recurring items	10,000	833	-	(833)
Total Expenses	899,513	79,831	68,354	(11,476)

See Accountant's Compilation Report

United Way of Greenwich
Balance Sheet

	05/31/17		*05/30/16*	
ASSETS				
CURRENT ASSETS				
Cash and cash equivalents		828,117		388,061
Custodial cash		58,637		90,991
Custodial cash - ECAGS		278,005		-
Board restricted fund (building)		2,371,468		-
Investment fund		436,394		425,126
Merrill Lynch endowment fund		154,156		141,442
Subtotal cash and investments		4,126,776		1,045,620
Pledges receivables	270,737		266,743	
Less: allowance for uncollectible	(123,683)		(128,583)	
Pledges receivable, net		147,054		138,160
Other accounts receivable		-		1,000
Prepaid expenses		3,679		1,967
Total Current Assets		4,277,509		1,186,747
FIXED ASSETS				
Land		-		125,000
Buildings and improvements		-		392,606
Less: accum depr. buildings & improv		-		(354,728)
Furniture and fixtures		22,429		22,429
Less: accum depr. furniture and fixtures		(20,875)		(20,625)
Computers and office equipment		125,364		124,084
Less: accum depr. computers and office equip		(121,965)		(112,171)
Fixed Assets, Net		4,953		176,595
TOTAL ASSETS		4,282,462		1,363,342
LIABILITIES AND NET ASSETS				
CURRENT LIABILITIES				
Accounts payable - trade		18,988		20,384
Accounts payable - donor designations		1,740		30,830
Custodial liabilities		58,637		90,991
Unearned Conditional Pledge - ECAGS		278,005		-
Accrued expenses		18,460		27,058
Total Current Liabilities		375,830		169,263
NET ASSETS				
Operating net assets		735,958		382,418
Board restricted fund (building)		2,371,468		-
Board designated net assets		561,535		485,008
Property and equipment		37,384		193,032
Temporarily restricted - YIP		66,667		-
Temporarily restricted		133,620		133,620
Total Net Assets		3,906,632		1,194,079
TOTAL LIABILITIES AND NET ASSETS		4,282,462		1,363,342

See Accountant's Compilation Report

greenwich
UNITED WAY
Local Insights. Lasting Results.

Greenwich United Way
May 2017 Financials

Revenues (Statement of Activities – YTD)
Campaign Results (thru 5/30/2017)

- For Total Support and Revenue (includes campaign, events and HSTS Camp Guide, and "other contributions" only) projecting to finish fiscal year at $1,971,000 or (-$17k) below budgeted goal of $1,988,500 (or -1%). Please refer to 2016-17 Annual Campaign Status Report for more info.
- Since DI launch, we have seen some cannibalization to Campaign.
- "Donor Designations in" (DDI) is trailing budget by ($31k) due to timing in receiving these from other United Ways and PepsiCo. High concern re: PepsiCo at this time.
- "Other contributions" (ex. bequests, gifts in honor, etc.) are over budget $38k.
- **Note on revenue: $73k (DI), $5.1k (Youth) would not be included in monies allowed to disburse to community (program dollars).**

Expense review (Detail of Expenses – YTD)

Salaries:

- Currently ($9k) under budget mostly due staffing changes.
- Expected to finish ($10k) under budget for year in salaries.

UWG Program/Operating Expenses

- IT is expected to finish $7k over budget due to cloud migration and new computers. This will result in approx. $10k+ savings annually.
- Office supplies over budget $1.3k due to new printers and associated ink; a new monitor; new bank checks and new stationary.
- Office Equipment ($5k) under budget includes leased copier payments which, due to a breach of contract on the vendor's part, have not been paid since July '16 (new vendor in place – should realize $4k/yr savings).
- Campaign expenses ($7k) under budget due to initial mailing at a lower cost (printing, etc).
- Marketing expenses under budget ($3k) due to ads being less costly.
- Building Sale – under budget due to move taking place in next fiscal year.
- Agency grant distributions began in February 2017 with $372,500 distributed and $372,500 expected to be distributed June 15, 2017.
- Agency grants will also go up by $300,000 ($296,500 actual – will be in next month's report) on June 30 after the board votes to approve additional grant recommendations.
- Overall, total expenses were ($37k) below budget.

Balance Sheet

- The GUW's cash position is currently strong at over $828k (in unrestricted) – this is partly due to the early DI funds, and the recent bequests.

greenwich
UNITED WAY
Local Insights. Lasting Results.

A note on Direct Impact Revenues:

- Currently, we have gifts and pledges totaling approx. $1.17mm for DI.
- $38.3k is in house for YIP (with another $66.7k in Temp Restricted - YIP).
- For ECAGS, $278k is in house in "custodial cash - ECAGS" on asset side and $278k is on liability side under "unearned conditional pledge - ECAGS."
- The remaining ~$787k does not appear as programs are not running and pledges have not been paid.

greenwich
UNITED WAY

Committees with No Written Report

Governance Committee – nothing to report

Audit Committee- nothing to report

greenwich
UNITED WAY
Local Insights. Lasting Results.

Annual Campaign Board Report
July, 2017

A draft of the Annual campaign schedule is underway.

The Annual Campaign kickoff is set!
When:September 13, 2017 prior to the Board Meeting!
Time: TBD
Place:Greenwich Hospital
Please plan to attend to show your support.

Pacesetter Letters
Pacesetter letters will be sent out by August 1, 2017

GUW Board Campaign
Liz Angelone will head up the GUW Board Campaign this year.
Please look for her email requesting your donation.
Your prompt, generous support is most appreciated!
Our goal is 100% GUW Board participation.

Annual Campaign Committee
Committee selection is underway.
As mentioned, Liz Angelone will head up the GUW Board campaign
Cricket and Jim Lockhart will head up the Tocqueville Society campaign.

New donors
Please contact Marie Woodburn/Jeremy Nappi to share the names of potential new donors. The donor lists are being prepared and we would love to add new donors!
Here are the donor levels:

Alexis de Toqueville Society	$10,000+
Leadership	$1,500+
Professional	
Residential	
Public Service	

Letter signing, donor thank you calls
Once again, the GUW Board members will participate throughout the campaign.
Your help is appreciated!

Marie Woodburn
July 10, 2017

2017-2018 Greenwich United Way Annual Campaign
New donor suggestions
GUW Board member:

Tocqueville $10,000 +

1. _____

2. _____

Leadership $1,500-&9,999

1. _____

2 _____

Professional
Dr, attorney, real estate, business, banker, etc

1. _____

2. _____

Residential

1. _____

2. _____