

**UNITED WAY**  
**RETIREES ASSOCIATION**  
**2010 ANNUAL REPORT**  
PARTNERS IN ADVANCING THE COMMON GOOD

# UNITED WAY RETIREES ASSOCIATION

## Mission

To improve the quality of life of our members in retirement and to utilize the skills and talents of United Way retirees to assist the United Way system in achieving its mission which is to improve lives by mobilizing the caring power of communities.

## Vision

United Way Retirees Association will be the Association of choice by United Way retirees and eligible United Way employees; and as a valued provider of assistance to United Ways, their communities and other nonprofits.



PARTNERS IN ADVANCING THE COMMON GOOD

ADVANCING THE COMMON GOOD THROUGH THE DEDICATION OF VOLUNTEERS

## 2010 UNITED WAY RETIREES ASSOCIATION BOARD OF DIRECTORS

### BOARD CHAIR

Alice S. Thacker  
*President*

### EXECUTIVE COMMITTEE

Henry J. Monaco  
*Past President*  
*Chair Nominating Committee*

Richard N. Aft  
*President Elect*

Nancy Perry  
*Vice President, Resource Development*

Janet Obeid Macidull  
*Vice President, Membership Development*

Tom B. Brown  
*Vice President, Program Development*

Dorothea Heiden  
*Secretary*

William A. Schaeffler  
*Treasurer*

### APPOINTED POSITIONS

Bernard Hyman  
*Chair Endowment*

George W. Wilkinson  
*Newsletter Editor*

### BOARD

Monica Estabrooke  
Ralph A. Gregory  
Mark O'Connell  
Kenneth Roberts  
Juliet Rowland

### NEW BOARD MEMBERS EFFECTIVE JANUARY 2011

Patricia Gobble Fekete  
Michael J. McLarney  
H. Lovell Mosely

Thank you to Janet Macidull, Henry Monaco, and Mark O'Connell  
for their service on the UWRA Board.



## MESSAGE TO THE UNITED WAY RETIREES ASSOCIATION COMMUNITY

To **LIVE UNITED** means that we are willing to be part of something bigger than ourselves. It means we are willing to invest in our friends, neighbors, and community. As we know first hand United Way is a mechanism to increase the organized capacity of people to care for one another and unite to solve problems; and the United Way Retirees Association is a resource to expand and enhance this mission of service. As we strive as an organization to serve both current and future retirees and to use the talents and experience of our members to assist in advancing the United Way mission, the generous support of the United Way community acknowledged in this report has been integral to our success. UNITED we can truly accomplish more.

These past couple of years we have all been faced with the prospect of belt tightening, while at the same time needs have been escalating due to the economic challenges facing our society. Despite challenging times our supporters have demonstrated extraordinary generosity both with their money and their time. GIVE, ADVOCATE, and VOLUNTEER — nothing new for the people in this association — through your careers and beyond you have been focused on building stronger, healthier communities. People are the greatest asset of any organization and we thank you for your continued dedication to your United Way Retirees Association. As we look forward, we recognize our supporters have high expectations and we pledge to be responsive to the challenges and responsible with the trust you have placed in us.

Whether through making a donation, volunteering your time or spreading the word about the resources and assistance available through the United Way Retirees Association (UWRA) you are making a difference in the sustainability of our organization and increasing the level of assistance we can provide to United Way staff, retirees and local communities. We are proud of our accomplishments and have been able to make a greater impact through your help. Our Key Accomplishments of 2010 and the Top 10 Reasons To Support UWRA displayed in this report highlight some of the ways we serve the United Way community. So please remember, as articulated by Brian Gallagher in the following letter, “as you work to advance the common good in your communities there is a resource you should not overlook; our United Way Retirees Association.”



Alice S. Thacker  
*President, UWRA*



Patricia R. Smith  
*Executive Director, UWRA*

## United Way Worldwide

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**Brian A. Gallagher**  
President and Chief Executive Officer



**TO: UNITED WAY CHIEF EXECUTIVE OFFICERS**  
**FROM: BRIAN GALLAGHER**  
**DATE: OCTOBER 2010**  
**SUBJECT: UNITED WAY RETIREES ASSOCIATION ENDORSEMENT**

As you work to advance the common good in your communities there is a resource you should not overlook; our United Way Retirees Association (UWRA). As a voluntary membership organization of over 500 members with diverse experience (both former and current UW staff); UWRA offers the United Way field unique knowledge and expertise as well as nationwide coverage.

I am writing to invite you to join me in recognizing the value of UWRA. UWRA members have in many cases given the majority of their careers to serving our field and continue to seek ways to serve the movement. UWRA represents actively engaged volunteers committed to improving the lives of United Way retirees and using their skills to help strengthen communities served by United Way. Membership in UWRA is about tenure in and commitment to the United Way movement and provides an example of system citizenship.

As you may have seen announced in the UWRA *UPDATES* publication, United Way Worldwide signed an updated partnership agreement in 2010 with UWRA. The goal of this agreement is to establish an even more cohesive, stronger, productive partnership relationship between UWRA, UWW and local and statewide United Way organizations. You can help further this goal:

- Consider an ongoing investment in UWRA through a gift to their annual campaign
- Help get the word out about UWRA to your staff and retirees. Mention this great resource, post a UWRA link on your internal websites — keep your retirees involved and engaged with each other and in the United Way mission.

I enthusiastically endorse your continued or new support of UWRA as the organization strives to provide programs focused on serving your staff, retirees and local community in a variety of ways. We, in turn, will continue to honor and value those who have served and continue to seek ways to serve the movement. Especially in this resource challenged environment I encourage you to take advantage of this timely resource. For more information about UWRA, please contact Patricia Smith, Executive Director by email ([tricia.smith@unitedway.org](mailto:tricia.smith@unitedway.org)) or phone (800-892-2757).



Signing Letter of Agreement: Alice Thacker UWRA President and Joe Haggerty, United Way Worldwide Chief Operating Officer, sign the Letter of Agreement between the two organizations.

## IMPACT AREAS

More than a slogan, **LIVE UNITED** is a declaration and an invitation to give, advocate and volunteer in the areas of education, income and health. For UWRA this means our commitment to improving the lives of United Way retirees and using their skills to help strengthen communities served by United Way. To assist the United Way system in the issue areas of health, income and education and provide services to our members UWRA has concentrated on the following impact areas:

- Better quality retirement
- Leadership and skill development in Local United Ways
- Adding resources (fiscal and volunteer) to the United Way system
- Strengthening the United Way retiree network and services

### KEY ACCOMPLISHMENTS IN 2010 INCLUDED:

- **Solidifying United Way Partnerships** – UWRA entered into an updated partnership agreement with United Way Worldwide recognizing the collaborative work that is taking place and instituting mechanisms to facilitate an even more cohesive, stronger, productive partnership relationship with United Way Worldwide, and local and statewide United Way organizations.
- **On-boarding new United Way Executives** – UWRA collaborated with United Way Worldwide Talent Management and the Council of States to develop a more comprehensive Onboarding plan for new United Way Executives including an updated Quickstart Guide, Webinars, Mentoring Resources, and a New Presidents listserv.
  - **Quickstart Guide for New United Way Executives** –UWRA engaged in this combined effort to produce an updated guide that was rolled out at the 2011 New Presidents Forum. The Guide includes a new section created by UWRA – a Checklist for a 30-60-90 day action plan presenting some ideas from experienced executives on how to manage the first few months on the job.
  - **Mentoring/Coaching** – UWRA in cooperation with United Way Worldwide piloted in 2010 a successful system wide on-line mentoring/coaching system and has committed 2011 resources (volunteer and fiscal) to provide these mentoring opportunities for another year. UWRA also budgeted 2011 dollars to support on-site visits by UWRA mentors if this is demonstrated to be beneficial to the mentees professional development. UWRA’s involvement in the development of the online mentoring system stems from a desire to leverage the talent, expertise, and experience of our members to help support leadership development and increase access to coaching resources in the United Way system. In 2010 one in five of the active

mentoring relationships in Mentor Scout were powered by a UWRA mentor. Below are a few of the comments received from participants of this online mentor/coaching service:

The program provides an opportunity for shared growth and development of the mentee and mentor. I value my participation in the program. It has been a gift. Thank you!

I am 6 months into my current position and find that reaching out to those experienced or retired from United Way extremely helpful. It's a great opportunity to ask questions without fear and ask for advice from someone who's already walked in your shoes.

I have really enjoyed learning from my mentor, and having a person who can provide an unbiased opinion in regards to my work situation. She has opened my eyes to a network of people and resources in the UWW system.

- **Endowment and Planned Giving (EPG) Assistance** – UWRA worked to strengthen the Endowment and Planned Giving assistance program both in the selection process to ensure United Ways are committed to moving forward with an EPG program and in the implementation stage thus increasing the probability that the local planned giving programs will be sustained and successful. To date a million plus dollars in expectancies has been added to the United Way system and UWRA is gearing up to expand access to this assistance program in 2011 including the ability for qualifying United Ways to use flex credits to cover the expenses for the site visit which complements the other components in the feasibility study.
- **Preservation of United Way History** – UWRA provided valuable assistance in categorizing and prioritizing a massive inventory of archived materials containing United Way's rich history for display in *The Commons* room in the newly opened Mary M. Gates Learning Center. This was just another step in UWRA's commitment to preserving the history of the United Way system, as evidenced through publications, posters and wall hangings.
- **Member Services** – UWRA worked to increase service offerings to members including launching a discount website ([www.uwra.atriba.com](http://www.uwra.atriba.com)) for member access. UWRA also worked to expand the opportunity for members to convene and keep in contact with colleagues by planning a 2011 gathering in the western section of the country to complement the annual event held at Wildacres in North Carolina. UWRA promoted access to a discount prescription card through FamilyWize as well as the prescription card member benefit offered through Outlook.
- **Member Satisfaction/Meeting Needs** – UWRA engaged in strategic activities to assess how well the needs of our customers are being met including satisfaction surveys of our members and United Ways. The data was used to institute short and long term goals to address some of things identified including better communication of the services offered (website re-design underway and one page descriptive pieces distributed to various audiences including members, Human Resources professionals, local United Ways, the National Professional Council, and New Presidents Forum attendees), and a review of relationship management areas and enhancement possibilities relating to Member engagement and relations with local United Ways, State Organizations, and United Way Worldwide.

- **Governance** – with UWRA reaching 20 years since its formation and a 10 year anniversary as a 501(c)3 organization, the Board of Directors engaged in a review of the organization’s governing documents to ensure that they are up to date, clearly worded and consistent with current practice. Proposed amendments to the Articles of Incorporation received a positive vote from the membership and Articles of Restatement of the United Way Retirees Association were filed with the Commonwealth of Virginia State Corporation Commission.
- **Advocacy** – UWRA is supportive and engages in United Way system wide advocacy efforts such as the 2-1-1 helpline, spreading the reach of the Dolly Parton Imagination Library and encouraging members to check with their local United Way to see how they can help local initiatives in their community.
- **Retirement Planning** – UWRA created and distributed practical retirement planning materials (*Choosing a Financial Advisor* and *It’s Never too Early or Too Late to Plan for your RETIREMENT*) which were provided in early 2008 to all UWRA members and over 1,200 local United Way organizations for each of their 20,000 employees. Based on UWRA’s continuing work in this area the organization is preparing to offer other retirement planning tools geared to helping United Way staff and retirees such as a Webinar series dealing with hot button retirement planning topics.

## UNITED WAY RETIREES ASSOCIATION ORGANIZATION

**UNITED WAY RETIREES ASSOCIATION FOCUS:** To provide programs that:

- Advocate for retired United Way staff and enrich the lives of individual United Way retirees.
- Assist United Way staff (of all ages) in planning for their retirement
- Support and Strengthen the work of United Ways and their communities

**UNITED WAY RETIREES ASSOCIATION MEMBERSHIP:** UWRA membership of about 550 people nationwide represents both former and current United Way staff. Membership in UWRA does not necessarily reflect an intention to retire or someone already retired – it is more about tenure in and commitment to the United Way movement. Our unique membership base offers the United Way field experience, expertise, nationwide coverage, and knowledge of the United Way system that is not found elsewhere.

Our membership represents:

- Those who have retired from a UW position
- Active United Way staff (generally age 50 plus)
- Former United Way employees with significant career experience with United Way

**ORGANIZATIONAL STRUCTURE:**

- Founded in 1989
- 501 (c) 3 public charity status in 2001
- Governed by a 15 to 24 member volunteer Board
- Volunteer Service Corps represents all levels of UW staff
- Three part-time staff members totaling 65 hours per week

## BENEFITS OF MEMBERSHIP INCLUDE:

**Volunteer Opportunities** through participation in UWRA programs which leverage our members experience and expertise to assist the United Way field.

**Notification of paid interim positions and volunteer needs** in the United Way system through the UWRA Listserv. Participation in the listserv represents over 80% of the UWRA membership, a 20% increase in 2010.

**Forums for members to express their issues and concerns** and stay in touch with each other and the United Way field – through the UWRA listserv and Website ([www.UWRA.org](http://www.UWRA.org)), UWOnline (UWRA membership is the only way former UW staff have access), quarterly publication (*UPDATES*), annual gatherings and Webinars.

**Free discount prescription drug cards** – Outlook card sent to all members and FamilyWize downloadable at the UWRA website; and access to insurance products at group rates. Go to [www.memberextra.com/uwra](http://www.memberextra.com/uwra) to view and get more information about the benefit programs available to UWRA members.

**A Charitable Gift Annuity Program** providing a means to receive attractive annuity payments and leave a lasting legacy to UWRA through the UWRA Endowment Fund. Benefits of a gift annuity include a charitable deduction, tax savings and bypass of capital gains tax for appreciated property (<http://www.uwra.org/services-individual-members>).

**Retirement Planning Information** – two publications, helpful links and information posted on the website and more to come.

**Discount program powered by Atriba** providing discounts on goods and services ([www.uwra.atriba.com](http://www.uwra.atriba.com)).

Attending the Wildacres gathering: Front row, left to right, Sylvia Noble, Bob Noble, Alexandra Jenkins, Wanda Phibbs, Charlotte Marshall, Patricia Hyman, Mary Sanders, Elizabeth Gower, Beth Knowles. Back row, Ed Jenkins, Rodney Phibbs, Ken Kemerling, Bernard Hyman, Donald Sanders.



# SOME OF THE WAYS THE UNITED WAY RETIREES ASSOCIATION'S SERVICE CORPS ASSISTS UNITED WAYS

## WOULD YOU OR SOMEONE IN YOUR ORGANIZATION BENEFIT FROM COACHING?

UWRA in cooperation with United Way Worldwide piloted in 2010 a successful system wide on-line coaching system (Mentor Scout) that helps employees develop professionally by connecting them with experienced mentors from the UW system. In 2010 one in five of the active mentoring relationships in Mentor Scout were powered by a UWRA mentor. This **FREE online web tool** can expand your network and introduce you to individuals who can assist you in your career growth and help you with feedback and advice on sharpening your skills. Please see below for excerpts from articles about the program and more information can be found at <http://uwra.oneeach.org/mentoringcoaching>.

Gena Henry is the Director of Leadership Giving for Trident United Way, in Charleston, SC and a 2009-2010 United Way Global Resident Fellow:

Part of the appeal of the Mentor Scout program is its emphasis on virtual correspondence. Despite the fact that my mentor lives several hundred miles from my United Way, we have set up a schedule of weekly email updates and occasional phone calls. I send him updates of progress on my goals, challenges that I am facing, and victories I have won. He pushes me to expand my thinking on my goals, and sends me suggestions for managing challenges and celebratory notes for my successes. He offers a viewpoint that is not mired in the bias of working in my office everyday. Often, the challenges I encounter are similar to challenges that he once met. He offers a personal case study from which I can learn. He has, on numerous occasions, related to me some strategies that worked and some that didn't! He has offered suggestions and relayed cautions for proceeding. At this point in my career, the opportunity to connect with a United Way professional who has seen our organization at its best and at its worst, and who has learned many lessons along the way, is absolutely invaluable. It offers me a more comprehensive understanding of the intrinsic value of United Way, and the numerous interpretations of such a flexible and ever-evolving organization.

Dick Aft, Mentor and United Way Retirees Association Board Member started in the United Way system in 1961 when Dick served as a graduate intern with the United Fund and Community Planning Council in Evanston, Illinois, U.S.A.:

Mentoring is not new to United Way. During my 50 years as a professional, now volunteer, this is the third organized program in which I have served as a mentor to a colleague with less experience. It's been the least that I could do considering all of the people who informally did the same for me over the years.

At its heart, mentoring involves torch-passing. . . . sharing the principles, practices, mores and methods of professional United Way practice. What sets the Mentor Scout program apart from its predecessors is its extensive use of online communication. It begins with on-line registration by people interested in serving as mentors. Following their acceptance into the program, each prospective mentor's bio is put onto a website open to United Way employees who are seeking one-year mentors through this program. Next, each prospective mentee reaches out to mentor candidates whose experiences appear to meet his/her interests.

What fun! And how interesting it is to be using a 21st century medium to "give back" some of the many things that have been given to me during my career. What's more is that, just between us, my mentee *helps me feel proud and satisfied that I am adding value to her ability to contribute to our movement.*

### **ARE YOU A NEW EXECUTIVE DIRECTOR?**

UWRA collaborated with United Way Worldwide Talent Management and the Council of States to develop a more comprehensive Onboarding plan for new United Way Executives including an updated Quickstart Guide, Webinars, Mentoring Resources, and a New Presidents listserv. Check out the updated *Quickstart Guide for New United Way Executives*, <http://uwra.oneeach.org/quickstart-guide-and-other-resources>, including a new section/checklist created by UWRA presenting some ideas from experienced executives on how to manage the first few months on the job.

### **IS YOUR UNITED WAY TRYING TO FIGURE OUT HOW TO GET AN ENDOWMENT AND PLANNED GIVING PROGRAM (EPG) OFF THE GROUND OR STRENGTHENING AN EXISTING PROGRAM?**

The UWRA EPG program works to increase the number of United Way organizations with viable planned giving programs. Significant benefits to the United Way include: 1) access to years of experience within United Way that each UWRA volunteer brings to the table; 2) considerable cost savings gained using a program facilitated by experienced volunteers versus an outside consulting firm and 3) increased community awareness of the local United Way and their community impact agenda. This program has added approximately 1.5 million in expectancies to the United Way system. If interested please fill out an application, [https://volunteer.truist.com/uwra/survey/?survey\\_id=10259559230](https://volunteer.truist.com/uwra/survey/?survey_id=10259559230) or contact the UWRA office.

To respond to the person who wants best practices for planned giving, I would highly recommend the United Way Retiree program. We worked with Tom Brown from Florida and he was amazing...What the process did for us is engage the donors and board so there was “buy-in.” It is pretty cost effective, too. You pay expenses and United Way retiree comes to lead the process. There is some homework involved but it’s all been done before so you won’t tax your already weary brain.

We are a small United Way (metro 5) trying to run like a big one. Our first bequest came in...and it is \$450K. The woman was NEVER a donor...retired from a textile plant and K-Mart. It was my relationship with the LAWYER through Rotary that facilitated this. The program stresses relationships with attorneys. They also stress Loyal Contributor programs.

Post by Julie Capaldi, CEO United Way of Pickens County on the United Way Planned Giving listserv.

### **WOULD YOU LIKE INFORMATION TO ASSIST IN THE ARENA OF RETIREMENT PLANNING?**

UWRA created and distributed practical retirement planning materials (*Choosing a Financial Advisor* and *It’s Never to Early or Too Late to Plan for your RETIREMENT*) which were provided in early 2008 to all UWRA members and over 1,200 local United Way organizations for each of their 20,000 employees. Based on UWRA’s continuing work in this area the organization is preparing to offer other retirement planning tools geared to helping United Way staff and retirees such as a Webinar series dealing with hot button retirement planning topics and is working with United Way Human Resource Professionals to help craft what is needed.

All your ideas would really benefit United Way staff and retirees. I especially like the Webinar discussion on health insurance options for retirees.

Barbara Wagner, VP Administration & HR,  
United Way of the Greater Capital Region, Albany New York

## IS YOUR UNITED WAY IN NEED OF INTERIM ASSISTANCE?

United Ways sometimes find themselves in need of temporary extra assistance or in need of interim help due to a sudden vacated position or health circumstances. UWRA members have served in numerous United Way interim positions nationwide and are able to assume these positions with no learning curve. We post interim opportunities on our member listserv at the request of local United Ways that contact us. This has proven to be a successful approach and a wonderful opportunity for United Ways to reach out to people that have expertise and experience in the United Way system. While many of the services that UWRA offers the United Way system are powered by volunteers that donate their time; Interim positions often last several months and as such are a stipend/expense arrangement. In addition to providing experienced interim assistance, UWRA members have also offered considerable help to United Ways in the search process for open positions and in some cases training new employees. If interested please contact the UWRA office.

Dale Gray, UWRA member, serving as an Interim to guide a Texas United Way through their 2009 campaign and in 2010 is still there...

2009: When Julie Martineau, President of the Montgomery County United Way, asked UWRA for help because she had lost her Director of Development, I was available to provide leadership to their \$3.7 million campaign. Julie is an excellent Executive and it has been an enjoyable experience working with her and her key volunteers. We are on target to make the goal. I will be leaving The Woodlands, TX towards the end of March after seven months of an enriched experience.

2010 update: We were able to exceed the goal by \$52 thousand in a difficult year. They liked the suggested campaign changes I made and now have asked me to stay on for another couple of years. I told them I would do one year and evaluate staying on further at that time.

## WOULD YOU LIKE TO FIND OUT MORE ABOUT THE RICH HISTORY OF UNITED WAY?

UWRA has provided leadership in the preservation of the history of the United Way system (locally, nationally and internationally) through publications (e.g., *Grassroots Initiatives Shape an International Movement* and *Global Vision and Local Action*), history banner, posters, and guidance on archived materials. For an Executive Summary of the books and ordering information please visit the UWRA website — [www.uwra.org](http://www.uwra.org) — and be on the lookout for a website with a totally new look to be rolled out in the next couple of months.

**Volunteer NOW!!** – Would you like to help with the above efforts. **We have ongoing opportunities to LIVE UNITED through volunteerism and advocacy.** The UWRA Service Corps represents actively engaged volunteers committed to improving the lives of United Way retirees and using their skills to help strengthen communities served by United Way. Membership in UWRA is about tenure in and commitment to the United Way movement and provides an example of system citizenship.

**Join UWRA** – at [www.uwra.org](http://www.uwra.org) and fill out our member interest survey: [http://volunteer.truist.com/uwra/survey/?survey\\_id=10443316126](http://volunteer.truist.com/uwra/survey/?survey_id=10443316126) to indicate how you would like to be involved or contact the UWRA office.

Become a **Mentor** for a United Way staff person – <http://uwra.oneeach.org/activities/mentor-united-way-staff-person>.

Serve on a **UWRA Committee** – such as Retirement Planning, Resource Development, Endowment Fund development, Annual Gatherings. Please contact the UWRA office.

Help the **Retirement Planning Effort** – Have ideas? Can you provide pro bono work? Please contact the UWRA office.

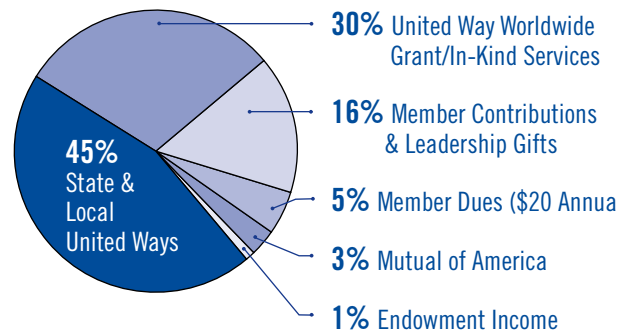
**Advocate** – check out the UWRA website for ideas and/or contact your local United Way to see where you can help.

## FINANCIAL SUPPORT

Please visit the UWRA website [www.uwra.org](http://www.uwra.org) to view UWRA's IRS 990 form.

**INCOME:** UWRA is supported through the generosity of local and state United Ways (45%), United Way Worldwide (30% grant/in-kind services), Member Contributions and Leadership Gifts (16%), Membership dues (5%), Mutual of America (3%) and UWRA Endowment income (1%).

**EXPENSES:** As partners in advancing the common good, UWRA members have provided experienced professional services, at no or little cost, to United Way communities in 2010. UWRA runs annual fundraising campaigns to assist in funding these programs, providing the communication tools such as UPDATES and the website, and covering administrative costs. UWRA 2010 expenses totaled approximately \$150,000.



Thank you  
to the UWRA  
CEO Campaign Team



Larry Walton, CEO  
(Retired)  
United Way of  
Central Maryland  
Baltimore, MD



Connie Hodges, CEO  
United Way of  
Northeast Florida  
Jacksonville, FL



Carl Zapora, CEO  
(Retired)  
United Way of  
Snohomish County  
Everett, WA



Tim Ervolina, CEO  
United Way Association  
of South Carolina  
Columbia, SC

## LIVE UNITED – THANK YOU!

Our success would not be possible without the caring people who have chosen to **LIVE UNITED** with us. We could not provide the level of support that we do for retirees and local United Ways without the help of our members, our sponsors and our volunteers who freely give their time to help advance the common good.

**We truly appreciate the individual and organizational supporters listed on the following pages – we could not do it without you! An investment in the future of UWRA helps to insure that this organization continues to be an active part of the total United Way system and a benefit to current/future retirees.**

**UWRA would like to thank our Sponsors United Way Worldwide and Mutual of America** for their past and current support. Both organizations provide annual grants to UWRA and without this support our capacity to provide programs of benefit to our members and the United Way system would be diminished. In addition to providing a grant which is integral in helping us fund our programs, United Way Worldwide provides in-kind services and support. We look forward to continuing partnership opportunities as we seek to fulfill our mission by assisting current and former United Way staff and United Ways around the country.

UWRA would also like to extend our thanks to the **United Way of Greater Rochester** for sponsoring the 2010 membership dues for their retired staff and **Diversified Investment Advisors** for their contribution in support of the UWRA retirement planning initiative.



**Mutual of America Continues to Support UWRA:** Robert Kordecki, Senior Vice President, Key Client Relations, Mutual of America, presents Alice Thacker, UWRA President, a check for \$5,000 for its continuing support of UWRA. The presentation took place at the 2010 Community Leaders Conference.



# UNITED WAY RETIREES ASSOCIATION LEADERSHIP SUPPORTERS

UWRA leadership supporters know what it means to LIVE UNITED – many of them not only give generously to UWRA but have been loyal contributors of the United Way movement for many years. Thank you all for your support!!

*UWRA individual members who gave a Leadership gift (\$100 plus) to the organization in 2010:*

## **DIAMOND \$1000+**

Alan Cooper

## **BENEFACTOR \$500 TO \$999**

Bernard Hyman  
Daniel MacDonald  
W. Leon Matthews  
Henry Monaco  
Donald Morgan  
Donald Sanders  
James Settle  
Margaret Trahan  
Thomas Vais

## **PATRON \$250 TO \$499**

Edward Allard, III  
Stephen Beer  
William Bent  
Eugene Berres  
Robert Chandler  
Viney Chandler  
Kathleen Coan  
James Colville  
Leo Cornelius  
Charles Devine  
Ralph Gregory  
John Hall  
Robert Ivory  
Merritt Johnson  
J. Thomas Laing  
H. Allen Larsen  
Irving Lauber  
Joyce Lew  
Myron Liner  
Bill Link  
William McCullough  
Francis McNamara  
Henry Zimmer Memorial  
Dennis Murphy  
Mark O'Connell  
Sarah Orr  
Beverly Prueter  
Rita Robertson  
William Schaeffler  
Patricia Smith  
Russy Sumariwalla  
Alice Thacker  
Raymond Unk  
Douglas & Madeleine Warns  
George Wilkinson  
Garth Winckler  
Carl Zapora

## **LEADERSHIP \$100 TO \$249**

Richard Aft  
Robert Anthony  
Carol Aquino  
Elizabeth Baier  
Salvatore Barbuto  
Gerald Beggs  
Charles Bellmann  
Kenneth Bennett  
Eugene Blyther  
Brian Bowden  
Eleanor Brilliant  
Jack Brooks  
Tom Brown  
Larry Burdett  
Warren Burt  
Reginald Butler  
Mary Jo Cadigan  
Jim Caldwell  
Joseph Capita  
Joe Chacko  
Salvatore Cina  
Chesley Cochran  
Roger Congdon  
Robert Cornelius  
Sharron Cornelius  
Jack Costello  
Howard Cotner  
Richard Covey  
Martin Covitz  
Donald Custis  
Joel Davis  
John DiCesare  
James Dinsmore  
Dawson Dowty  
Susan Dunn  
Denise Durel  
Michael Durkin  
John Eman  
Monica Estabrooke  
Scott Ferguson  
Robert Ferriday III  
Mary Fogarty  
Anthony Folcarelli  
Deborah Foster  
Donald Frey  
Roger Frick  
Richard Fusco  
John Garber  
Robert Gilmore  
Susan Gilmore  
Pat Gobble Fekete  
Bradford Govan  
Elizabeth Gower  
Theodore Granger  
Dale Gray  
Calvin Green  
W. James Greene  
Jena Gullo  
Teresa Hall Bartels  
Sharon Hamilton  
Dorothea and Charles Heiden  
Winifred Helton  
Mack Hixon  
Bette Hoffman  
Mike Hughes  
Ray Ivey  
Ann Jacobson  
Edward John  
Janet Jokisch-Messig  
Yezdyar Kaoosji  
Barbara Kaplinsky  
Frank Karr  
Elizabeth Knowles  
John Kuropchak  
Toni Lanford-Ferguson  
Robert Langer  
David Lawrence  
Carlos Lee  
Milton Little  
Janet Macidull  
Michael McLarney  
William McQueen  
Joe Medlin  
William Mills  
Ted Moore  
Jannet Morgan  
Anna Rita Moroni  
H. Lovell Mosely  
Tim Nawn  
Christopher Nelson  
Daryl Northrop  
Tom Nunan  
Edward O'Brien  
Richard O'Brien  
David Orrell  
Barbara Pacheco

Edmund Parker  
Robert Pennock  
Douglas Perkins  
Nancy Perry  
George Pfeiffer  
Wanda Phibbs  
Robert Reifsnnyder  
Glenn Richter  
Shelley Ricker  
James Ridge  
Kevin Riordan  
Bill Robinson  
Juliet Rowland  
Joseph Schlangen  
William Schwanekamp  
James Smith  
Ernest Strobel  
Michael Thompson  
Barbara Tolliver  
Claude Townsend  
William Underwood  
Joseph Valentine  
Dirk Van Den Bosch  
Stanley Wakeham  
Larry Walton  
Lyanne Wasserman  
Robert Woods

# UNITED WAY RETIREES ASSOCIATION CELEBRATES LOYAL MEMBERS

We want to acknowledge our **LOYAL MEMBERS**. We are honoring those people who have the longevity of membership – celebrating those that have been with UWRA for 10 or more years.

## MEMBERS SINCE THE BEGINNING....

Robert Anthony  
Stephen Beer  
Amos Burrows  
Louise Carcelli  
Howard Cotner  
Charles Devine  
James Dinsmore  
John Garber  
W. James Greene  
Dean Haas  
John Hall  
H. Allen Larsen  
Sally Mandel  
Frank Mascari  
Donald Morgan  
S. Sidney Newhouse  
Raymond Unk  
Joseph Valentine

## 20 YEAR MEMBERS ....

Duane Beck  
William Bent  
Katherine Booth  
Mary Jo Cadigan  
Chesley Cochran  
Livingston Crispell  
James Detwiler  
Ralph DiSanto  
Charles Fleming  
Donald Frey  
Gloria Getz  
Robert Gilmore  
Elizabeth Gonder  
Elizabeth Gower  
Calvin Green  
Ann Jacobson  
Mildred Keays  
Robert Kerschbaum  
Daphne Lamb  
L. Donald Linker  
Bertram Loeb  
Anna Rita Moroni  
Richard O'Brien  
Jean Savoy  
Isadore Seeman  
William Sprenger  
Warren Swartzbeck  
Claude Townsend  
William Tracy  
William Wieties

## 15 TO 19 YEAR MEMBERS...

Robert Adams  
Adeles Beer  
Gerald Beggs  
Kenneth Bennett  
Eugene Berres  
Janet Bezdikian  
Virginia Briggs  
Donald Buck  
Irene Burnett  
Warren Burt  
La Verne Hawes Byfield  
Robert Carr  
Robert Chandler  
Salvatore Cina  
Alan Cooper  
Jack Costello  
Martin Covitz  
Joel Davis  
Wayne Davis  
Jill Docharty  
Joan Dixon  
Mary Jo Favata  
Stanley Fishler  
Marietta Floyd  
Joan Fuller  
Richard Fusco  
John Goessman  
Bradford Govan  
Dale Gray  
Peter Guidon  
Cecil Hayes  
Anne Hegarty  
John Heins  
Lois Herron  
Anne Hunt  
Bernard Hyman  
Jerry Jirik  
Kenneth Kemerling  
William Krell  
Carlos Lee  
Myron Liner  
Daniel MacDonald  
Delbert Maner  
John McCormick  
Francis McNamara  
William McQueen  
Jack Miller  
Ted Moore  
Sultana Mueller  
Geraldine Nellis  
Sarah Orr  
David Orrell  
Wanda Phibbs  
Arthur Redding  
Charles Reynolds

George Rice  
Donald Sanders  
David Saunders  
Marjorie Schlein  
Philip Schneiderman  
Francis Shea  
Thomas Sullivan  
Russy Sumariwalla  
Anita Terranova  
William Underwood  
Thomas Vais  
Hartley Vesty  
Billie Watts  
George Wilkinson  
Norma Winner  
Harvey Yarbrough

## 10 TO 14 YEAR MEMBERS...

Richard Aft  
Edward Allard, III  
Lynn Anderson  
Cecelia Andre  
William Baker  
Robert Beggan  
Charles Bellmann  
Vincent Beninati  
Guy Benson  
B. Richard Berg  
Tom Berglund  
Jordan Biscardo  
Eugene Blyther  
Robert Bonacorda  
James Bourque  
Brian Bowden  
Louis Bowen  
Erich Briggs  
Eleanor Brilliant  
Jack Brooks  
Tom Brown  
Janet Brueckner  
Gerald Callahan  
John Carey  
Fred Cerny  
Viney Chandler  
John Clark  
Lettie May Clawson  
W. Sloan Coats  
Lucinda Coffen  
Mary Collins  
Roger Congdon  
Leo Cornelius  
Richard Covey  
Bobbie Creque  
William Cunningham  
Donald Custis

Marty Davis  
Nevada Davis  
Dale DePoy  
John DiCesare  
Dawson Dowty  
Mary Emeott  
Robert Fleischer  
Audrey Fleming  
Richard Flores  
Mary Fogarty  
Anthony Folcarelli  
Linda Forbes  
Charles Galupi  
John Geist  
Catherine Goodwin  
Joseph Greci  
Patricia Hall  
Suann Hammersmith  
Dorothea Heiden  
Chuck Heiden  
Winifred Helton  
Shirley Hill  
Carole Hill  
Mack Hixon  
Bette Hoffman  
Donald Hosford  
Mike Hughes  
Robert Ivory  
Rudolph Jackson  
Marilyn Jacobs  
Lois Jandernoa  
Carrol Jennings  
Edward John  
Jerald Johnson  
Merritt Johnson  
Janet Jokisch-Messig  
Donald Jordan  
Marjorie Jordan  
Margaret Jordan  
Kevin Justis  
Yezdyar Kaoosji  
Frank Karr  
Elizabeth Knowles  
J. Thomas Laing  
Toni Lanford-Ferguson  
Robert Langer  
Irving Lauber  
David Lawrence  
Janice Leonard  
Joyce Lew  
William Losch  
Janet Macidull  
W. Leon Matthews  
Mary Mazur  
William McCullough  
Gerald Mc Nerney

Julie Mercer  
Henry Monaco  
Wanda Mullaney  
Dennis Murphy  
Tim Nawn  
Robert Noble  
Daryl Northrop  
Tom Nunan  
Pedro Nunez  
Edward O'Brien  
Rosa O'Neal  
Sunshine Overkamp  
Edmund Parker  
David Paulsmeyer  
James Paulus  
James Pearce  
Douglas Perkins  
John Perry  
George Pfeiffer  
Karen Pickard  
Al Reese  
Judith Richards  
Glenn Richter  
James Ridge  
Kevin Riordan  
Rita Robertson  
Eugene Ruane  
Sandra Rupp  
William Schaeffler  
Martin Scherr  
Patricia Schirtz  
BSchwaneekamp  
James Settle  
Donna Shea  
Ruth Siegel  
Egon Sieper  
James Smith  
Marcia Snyder  
Ron Spillane  
Estelle Spillman  
Mary Staples  
Jean Steele  
Judith Stepp  
Kenneth Strzalka  
Jim Sullivan  
Michael Thompson  
Ruth Ellen Trotter  
Dirk Van Den Bosch  
Patti Vassia  
Anson Wager  
Stanley Wakeham  
Larry Walton  
Frances Williamson  
Garth Winckler  
Wanda Young

# UNITED WAY RETIREES ASSOCIATION ORGANIZATIONAL SUPPORTERS

Giving to the United Way Retirees Association is a wonderful example of System Citizenship. UWRA may or may not be directly helping your United Way this year or next but we will be assisting local United Ways throughout the country as well as assisting the people who helped make the system what it is today.

Together, we can make communities a better place for people to live and work. **Thank you all for your support!**

## METRO 1

Capital Area United Way  
Greater Twin Cities United Way  
Heart of Florida United Way  
Heart of West Michigan United Way  
Metro United Way, Inc.  
Mile High United Way, Inc.  
Trident United Way  
Tulsa Area United Way  
United Way Capital Area  
United Way for Southeastern Michigan  
United Way for the Greater New Orleans Area  
United Way of Broward County  
United Way of Central Alabama, Inc.  
United Way of Central and Northeastern Connecticut  
United Way of Central Indiana  
United Way of Central Iowa  
United Way of Central Maryland  
United Way of Central New Mexico  
United Way of Central Ohio  
United Way of Central Oklahoma, Inc.  
United Way of Forsyth County  
United Way of Greater Chattanooga  
United Way of Greater Cincinnati  
United Way of Greater Cleveland  
United Way of Greater Houston  
United Way of Greater Kansas City  
United Way of Greater Knoxville  
United Way of Greater Los Angeles  
United Way of Greater Milwaukee  
United Way of Greater Richmond & Petersburg  
United Way of Greater Rochester, Inc.  
United Way of Greater St. Louis, Inc.  
United Way of Greater Toledo  
United Way of Greenville County, Inc.  
United Way of Massachusetts Bay and Merrimack Valley  
United Way of Metropolitan Atlanta  
United Way of Metropolitan Chicago  
United Way of Metropolitan Dallas, Inc.  
United Way of Metropolitan Nashville  
United Way of Metropolitan Tarrant County  
United Way of Miami-Dade  
United Way of New York City  
United Way of Northeast Florida, Inc.  
United Way of Palm Beach County  
United Way of Rhode Island  
United Way of Salt Lake  
United Way of San Antonio and Bexar County  
United Way of San Diego County  
United Way of South Hampton Roads  
United Way of Southeastern Pennsylvania  
United Way of Southern Nevada  
United Way of Summit County

United Way of the Bay Area  
United Way of the Capital Region  
United Way of the Columbia-Willamette  
United Way of the Greater Lehigh Valley  
United Way of the Greater Triangle, Inc.  
United Way of the Midlands  
United Way of the Mid-South  
United Way of the National Capital Area  
United Way of the Plains  
United Way Silicon Valley  
Valley of the Sun United Way

## METRO 2

Greater Kalamazoo United Way  
Heart of Arkansas United Way  
Lake Area United Way  
Lubbock Area United Way, Inc.  
River Region United Way  
United Way of Asheville and Buncombe County  
United Way of Berks County  
United Way of Brevard County  
United Way of Burlington County  
United Way of Cass-Clay  
United Way of Central Florida  
United Way of Central Georgia, Inc.  
United Way of Central Jersey  
United Way of Central Massachusetts  
United Way of Erie County  
United Way of Greater Battle Creek, Inc.  
United Way of Greater Mercer County, Inc.  
United Way of Greater Stark County  
United Way of Greater Topeka  
United Way of Lake County, Inc.  
United Way of Lancaster County  
United Way of Lincoln & Lancaster County  
United Way of McLean County  
United Way of Pioneer Valley  
United Way of Racine County  
United Way of Roanoke Valley, Inc.  
United Way of Rock River Valley  
United Way of Snohomish County  
United Way of Southeastern Connecticut  
United Way of the Chattahoochee Valley  
United Way of the Quad Cities Area, Inc.  
United Way of Washtenaw County  
United Way of Wyoming Valley  
United Way of York County

## METRO 3

Brown County United Way  
Cape Fear Area United Way, Inc.  
Montgomery County United Way  
Rappahannock United Way, Inc.  
Sheboygan & Plymouth Area United Way  
United Way of Acadiana  
United Way of Atlantic County  
United Way of Brazoria County  
United Way of Central West Virginia  
United Way of Champaign County  
United Way of Dutchess County  
United Way of Eastern Maine  
United Way of Fresno County  
United Way of Genesee County  
United Way of Greater Kingsport, Inc.  
United Way of Greater Lima, Inc.  
United Way of Greater Nashua  
United Way of Greater Union County  
United Way of Indian River County  
United Way of Marion County, Inc.  
United Way of North Central Mass., Inc.  
United Way of Northeast Georgia  
United Way of Northeast Louisiana  
United Way of Northwest Florida  
United Way of Northwest Louisiana  
United Way of Okaloosa-Walton County, Inc.  
United Way of Santa Barbara County  
United Way of South Texas  
United Way of Southwest Louisiana, Inc.  
United Way of St. Charles  
United Way of the Lakeshore  
United Way of the Lowcountry, Inc.  
United Way of Tri-County, Inc.  
United Way of West Alabama, Inc.  
United Way of West Tennessee, Inc.  
United Way of Westmoreland County

## METRO 4

Heartland United Way, Inc.  
Middlesex United Way, Inc.  
Missouri Slope Areawide United Way  
North Texas Area United Way  
The United Way of Butler County  
United Way of Anderson County  
United Way of Bergen County  
United Way of Central & Southern Utah  
United Way of Central Louisiana  
United Way of Cumberland County  
United Way of Denton County, Inc.  
United Way of East Central Alabama, Inc.  
United Way of Elgin

United Way of Elkhart County, Inc.  
United Way of Greater Fall River, Inc.  
United Way of Greater Plymouth County  
United Way of Greater Williamsburg  
United Way of Hudson County  
United Way of Hunterdon County  
United Way of Kern County, Inc.  
United Way of Licking County  
United Way of Mid & South Jefferson County  
United Way of Missoula County  
United Way of Monmouth County  
United Way of Norman, Inc.  
United Way of Northern Nevada and the Sierra  
United Way of Odessa  
United Way of Pasco County

United Way of Porter County  
United Way of Southeast Arkansas  
United Way of Southwest Georgia  
United Way of Southwest Wyoming  
United Way of St. Clair County  
United Way of St. Johns County  
United Way of St. Lucie County  
United Way of the Brazos Valley, Inc.  
United Way of West Central Mississippi  
United Way Services, Inc.  
United Way Tar River Region

#### **METRO 5+**

United Way of Monroe County, Inc.  
Corona-Norco United Way

#### **STATE ORGANIZATIONS**

Michigan Association of United Ways  
Ohio United Way  
The United Ways of Texas  
United Way Association of South Carolina  
United Way of Florida, Inc.  
United Way of Kentucky  
United Way of North Carolina  
United Way of Pennsylvania  
United Way of Wisconsin  
United Ways of Washington

# UNITED WAY RETIREES ASSOCIATION ENDOWMENT FOUNDERS

The United Way Retirees Association would like to express our sincere appreciation to the 70 Founding Members of the UWRA Endowment Fund. Your support of UWRA's efforts has allowed us to increase our impact by broadening and strengthening our mission – *thank you!*

To date Endowment monies have supported our retirement initiative, online mentoring collaboration with United Worldwide, and new product development such as the updated UWRA website. All of which would not have been possible within our annual budget. The Endowment is the best way to ensure UWRA will continue to grow programs.

**Named Funds:** When contributions reach \$10,000+ from individuals, families and nonprofit organizations there is the option of creating a named fund within the UWRA Endowment. To date UWRA has one named fund:

## *United Way Retirees Association Endowment – Dick and Mary Lu Aft Fund*

### UWRA ENDOWMENT FOUNDERS

(2 anonymous contributors)

**Dick & Mary Lu Aft**  
**Stephen Beer**  
**Eugene & Lois Berres**  
**Brian & Mary Bowden**  
Eleanor L. Brilliant  
**Tom & Carol Brown**  
Irene H. Burnett  
**Joseph & Mary Calabrese**  
**Viney Polite Chandler**  
Chelsey I. Cochran  
**James Colville**  
**Alan & Selma Cooper**  
**Leo & Mary Ellen Cornelius**  
**Merle & Jack Costello**  
Martin B. Covitz  
**Donald D. & W. Rebecca Custis**  
**Wayne R. Davis**  
**Charles & Ruth Devine**  
Pat Gobble Fekete  
Toni Lanford Ferguson  
**Anthony & Diane Folcarelli**  
Mary-Elizabeth Ford  
**Brian A. Gallagher**  
John Garber  
**Elizabeth & Tom Gower**  
**Mr. & Mrs. Joseph J. Guise, Jr.**  
Joe Haggerty  
**Charles E. Heiden**

**Dorothea Heiden**  
**Winifred Helton**  
**Mack & Sarah Hixon**  
**Bernard & Patricia Hyman**  
**Beth Ferri Knowles**  
**Tom Laing**  
H. Allen Larsen  
**Irving & Helenann Lauber**  
**Myron & Charlotte Liner**  
**William S. Link**  
Dan MacDonald  
**Janet (Obeid) Macidull**  
**W. Leon Matthews**  
**Connie & John McCormick**  
**Henry Monaco**  
Ted Moore  
**Don & Rita Morgan**  
**Jannet C. Morgan**  
**Dennis J. Murphy**  
**Mark O'Connell**  
Sunshine J. Overkamp  
**George J. Pfeiffer**  
Wanda B. & Rodney S. Pibbs  
George & Gretchen Rice  
**Juliet Coles Rowland**  
**Mary & Don Sanders**  
**William A. Schaeffler**  
**William Schwanekamp**  
**Patricia & Brian Smith**

**Ron & Rose Spillane**  
**Russy D. Sumariwalla**  
**Alice S. Thacker**  
**Mike & Guy Thompson Families Fund**  
Raymond Unk  
**Thomas T. Vais**  
**Joseph W. Valentine**  
Larry Walton  
**Lyanne L. Wassermann**  
**George Wilkinson**  
**Henry Zimmer**

Bold represents Legacy Circle Members  
(gift \$1,000 plus)

## TOP 10 REASONS TO SUPPORT UWRA

**UNITED WAY IS THE BEST INVESTMENT IN LOCAL COMMUNITIES AND UWRA LENDS SUPPORT TO LOCAL UNITED WAYS TO HELP ADVANCE THEIR MISSION.** UWRA provides programs that strengthen local UWs in the areas of endowment & planned giving, mentoring, community impact, interim assistance, and disaster relief.

**UWRA HAS THE EXPERIENCE, MISSION, AND SCOPE TO MAKE A DIFFERENCE.** UWRA, a national organization composed of current and former United Way staff, represents years of knowledge, experience and expertise directly related to United Way operations.

**WHEN YOU REACH OUT A HAND TO ONE, YOU INFLUENCE THE CONDITION OF ALL.** UWRA may not be helping your United Way in the upcoming year but your support allows UWRA to assist other LUWs and is one of the best examples of system citizenship. You also never know when you may be in need of assistance.

**ADDITIONAL RESOURCES HELP LOCAL UNITED WAYS ADVANCE THE COMMON GOOD.** To date a million plus dollars has been added to the United Way system through UWRA volunteers assisting LUWs develop or strengthen Endowment and Planned Giving programs.

**THE UNITED WAY SYSTEM IS WHAT IT IS BECAUSE OF THE PEOPLE THAT CAME BEFORE YOU.** UWRA is the only organization geared to UW retirees – we are about recognizing, supporting and utilizing the talents of the people who made the UW system what it is today. Your support is one way to honor and value those who have served and continue to seek ways to serve the movement.

**UWRA ENGAGES UNITED WAY VOLUNTEERS.** Many of our members spent the majority of their working life with UW, are invested in the UW mission and want to give back as volunteers. Your support helps funnel their expertise back into the system.

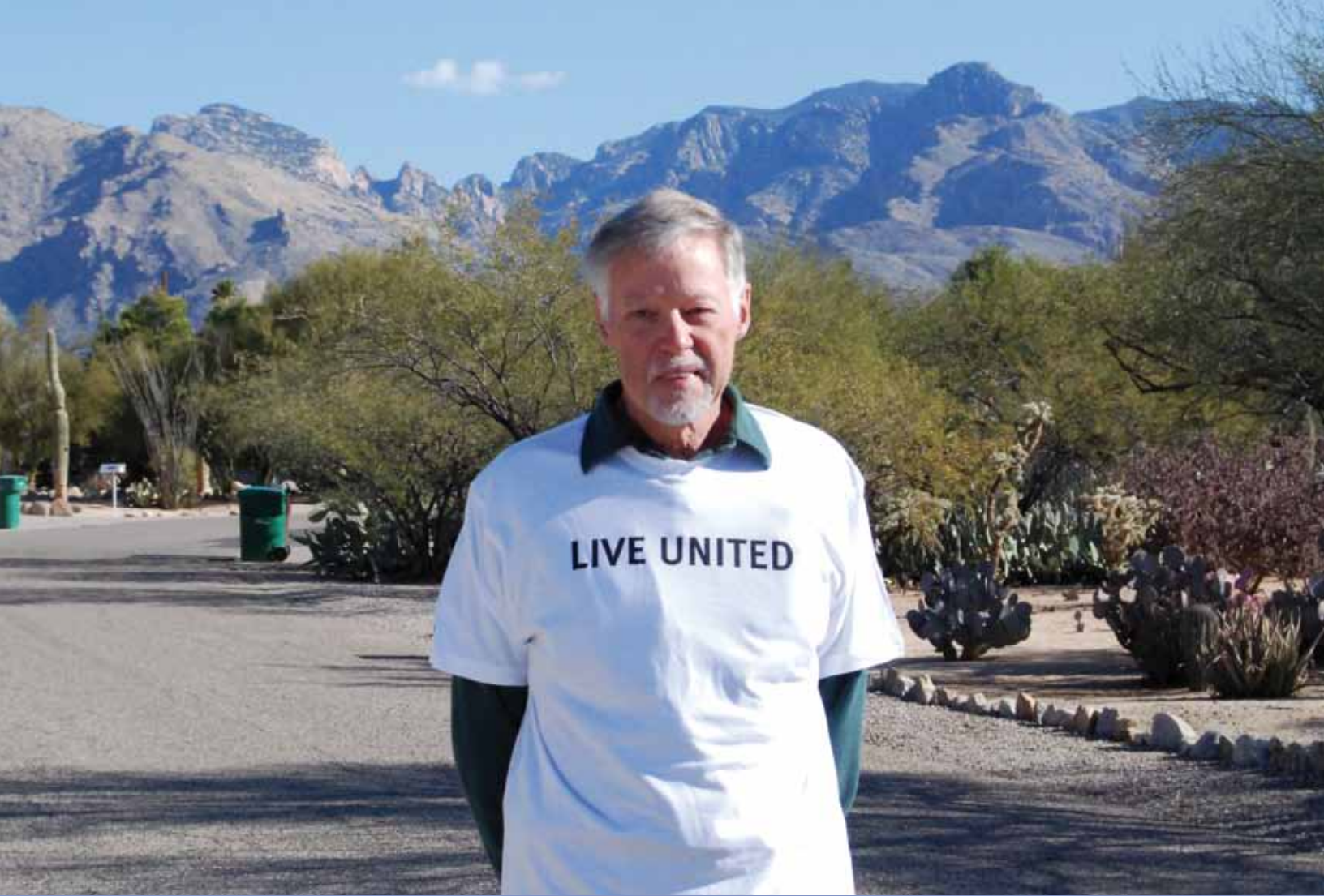
**UWRA PLAYS A LEADERSHIP ROLE IN PRESERVING UNITED WAY HISTORY.** By examining our history we can discover paths to follow. UWRA is committed to preserving the history of the United Way system (locally, nationally and internationally) through publications (e.g., *Grassroots Initiatives Shape an International Movement*, *the History of the United Way Movement Since 1876*; *Global Vision and Local Action*, *the History of United Way International*), history banner and posters.

**UWRA IS AN ADVOCATE FOR UW EMPLOYEES IN THE AREA OF RETIREMENT PLANNING.** As we strive to bring financial stability to the community we need to look in-house also. Who better to bring this initiative for better retirement planning to the UW field than your UW retired colleagues? UWRA is committed to developing educational programs aimed at both pre-retirees and retirees and is currently working on a Webinar curriculum to assist all ages in planning for retirement.

**UWRA PROVIDES AN EXTRA SET OF HANDS IN A RESOURCE CHALLENGED ENVIRONMENT.** UWRA has been instrumental in creating practical resources for the field such as the *Quickstart Guide for New UW Executives*, *Mentoring Guidelines*, *It's Never Too Early or Too Late to Plan for your Retirement* and *Choosing a Financial Advisor*.

**UWRA IS ONE OF THE BEST WAYS TO STAY CONNECTED WITH UNITED WAY.** UWRA provides access to resources such as **UWOnline** (UWRA is the only way former UW staff have access) and forums for members to express their issues and concerns and stay in touch with each other and the United Way field — through the **UWRA listserv** and **website** ([www.uwra.org](http://www.uwra.org)), **quarterly publication** (*UPDATES*), **annual gatherings** and **Webinars**.

For more information about UWRA please visit our website: [www.uwra.org](http://www.uwra.org) or contact the UWRA office: Patricia R. Smith, UWRA Executive Director, [tricia.smith@uww.unitedway.org](mailto:tricia.smith@uww.unitedway.org); 703-836-7112, extension 624



PARTNERS IN ADVANCING THE COMMON GOOD

**United Way Worldwide**

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Alexandria, Virginia 22314-2045  
[www.liveunited.org](http://www.liveunited.org)

