



North Shore United Way

NORTH SHORE UNITED WAY, INC.

REPORT ON AUDIT OF
FINANCIAL STATEMENTS

FOR THE YEAR ENDED JUNE 30, 2010

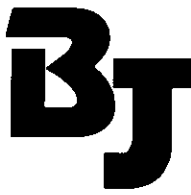
NORTH SHORE UNITED WAY, INC.

REPORT ON AUDIT OF FINANCIAL STATEMENTS

FOR THE YEAR ENDED JUNE 30, 2010

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Bernard, Johnson & Company, P.C.

Certified Public Accountants and Business Advisors

INDEPENDENT AUDITORS' REPORT

To The Board of Directors of
North Shore United Way, Inc.

We have audited the accompanying statement of financial position of North Shore United Way, Inc. ((NSUW), a Massachusetts not-for-profit), as of June 30, 2010, and the related statements of activities, cash flows and functional expenses for the year then ended. These financial statements are the responsibility of the NSUW's management. Our responsibility is to express an opinion on these financial statements based on our audit. The prior year summarized comparative information has been derived from NSUW's 2009 financial statements and, in our opinion dated September 4, 2009, we expressed an unqualified opinion on those financial statements.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of NSUW as of June 30, 2010, and the changes in its net assets and its cash flows for the year then ended in conformity with accounting principles generally accepted in the United States of America.

Our audit was made for the purpose of forming an opinion on the basic financial statements taken as a whole. The Statements of Agency Allocations and Calculation of Operating Expense Ratio are presented for purposes of additional analysis and are not a required part of the basic financial statements. Such information had been subjected to the auditing procedures applied in the audit of the basic financial statements and, in our opinion, is fairly stated in all material respects in relation to the basic financial statements taken as a whole.

Bernard Johnson & Company P.C.

Topsfield, Massachusetts
August 25, 2010

NORTH SHORE UNITED WAY, INC.

STATEMENTS OF FINANCIAL POSITION

JUNE 30, 2010

(with comparative totals for 2009)

ASSETS	Unrestricted	Temporarily Restricted	Total 2010	Total 2009
Cash and cash equivalents	\$ 820,699	\$ 26,968	\$ 847,667	\$ 567,255
Receivables:				
Campaign, less allowance for uncollectible pledges of \$56,000	244,763	764	245,527	313,786
Interest and dividends	764	-	764	3,659
Prepaid expenses	1,996	-	1,996	1,996
Investments restricted as to use	618,212	97,673	715,885	648,756
 Total current assets	 1,686,434	 125,405	 1,811,839	 1,535,452
 Property and equipment, net	 11,045	 -	 11,045	 7,169
 Total assets	 \$ 1,697,479	 \$ 125,405	 \$ 1,822,884	 \$ 1,542,621
 LIABILITIES				
Liabilities -				
Allocations and designations payable	\$ 621,346	\$ 1,137	\$ 622,483	\$ 376,274
Accrued deferred compensation	35,484	-	35,484	43,882
Accounts payable and accrued expenses	60,477	-	60,477	56,060
 Total liabilities	 717,307	 1,137	 718,444	 476,216
 NET ASSETS				
Net assets:				
General operations	320,287	-	320,287	341,544
Designated by Board of Directors	659,885	-	659,885	610,705
Temporarily restricted	-	124,268	124,268	114,156
 Total net assets	 980,172	 124,268	 1,104,440	 1,066,405
 Total liabilities and net assets	 \$ 1,697,479	 \$ 125,405	 \$ 1,822,884	 \$ 1,542,621

The accompanying notes are an integral part of these financial statements.

NORTH SHORE UNITED WAY, INC.

STATEMENTS OF ACTIVITIES
FOR THE YEAR ENDED JUNE 30, 2010
(with comparative totals for 2009)

	Unrestricted	Temporarily Restricted	Total 2010	Total 2009
PUBLIC SUPPORT REVENUES:				
Gross campaign results – current campaign	\$1,148,004	\$ -	\$1,148,004	\$1,073,940
Gross campaign results in prior year - Released from restriction	18,426	(18,426)	-	-
Total current campaign results	1,166,430	(18,426)	1,148,004	1,073,940
(Less donor designations to agencies)	(53,807)	-	(53,807)	(69,192)
(Less designations from other United Ways)	(21,259)	-	(21,259)	(20,788)
Campaign revenue	1,091,364	(18,426)	1,072,938	983,960
(Less provision for uncollectible pledges)	(58,321)	-	(58,321)	(42,258)
Net campaign revenue – current campaign	1,033,043	(18,426)	1,014,617	941,702
Net campaign revenue – future campaign	-	21,912	21,912	18,426
Total campaign revenue	1,033,043	3,486	1,036,529	960,128
OTHER REVENUES:				
Special events	7,723	-	7,723	1,835
Endowment and other contributions	5,000	2,200	7,200	19,018
Designations from other United Ways	21,259	-	21,259	20,788
Investment income (loss)	6,798	1,243	8,041	(28,038)
Unrealized gain (loss)	63,024	9,962	72,986	(87,708)
Total other revenues	103,804	13,405	117,209	(74,105)
Released from restrictions	6,779	(6,779)	-	-
Total other revenues	110,583	6,626	117,209	(74,105)
TOTAL REVENUE	1,143,626	10,112	1,153,738	886,023
DISTRIBUTIONS AND EXPENSES:				
Allocations, net of donor designations of \$53,807 in 2010 and \$69,192 in 2009	813,640	-	813,640	735,283
Functional expenses:				
Community service	78,841	-	78,841	76,657
Fundraising	150,227	-	150,227	146,555
Management and administration	63,014	-	63,014	63,260
United Way of America dues	9,981	-	9,981	10,797
TOTAL DISTRIBUTIONS AND EXPENSES	1,115,703	-	1,115,703	1,032,552
CHANGE IN NET ASSETS	27,923	10,112	38,035	(146,529)
NET ASSETS, at beginning of year	952,249	114,156	1,066,405	1,212,934
NET ASSETS, at end of year	\$ 980,172	\$ 124,268	\$1,104,440	\$1,066,405

The accompanying notes are an integral part of these financial statements.

NORTH SHORE UNITED WAY, INC.

STATEMENTS OF CASH FLOWS
FOR THE YEARS ENDED JUNE 30, 2010 AND 2009

	2010	2009
CASH FLOWS FROM OPERATING ACTIVITIES:		
Change in net assets	\$ 38,035	\$ (146,529)
Adjustments to reconcile change in net assets to net cash provided by operations:		
Depreciation	3,419	2,204
Realized loss on sale of investments	7,036	68,133
Unrealized (gain) loss on investments	(72,986)	87,708
Cash provided by (used in) changes in:		
Campaign receivables	68,259	22,792
Interest and dividends receivable	2,895	-
Allocations and designations payable	246,209	(62,523)
Accrued deferred compensation	(8,398)	(8,902)
Accounts payable and accrued expenses	4,417	(995)
NET CASH PROVIDED BY (USED FOR) OPERATING ACTIVITIES	288,886	(38,112)
CASH FLOWS FROM INVESTING ACTIVITIES:		
Purchases of investments	(23,889)	(127,591)
Proceeds of investment sales	22,710	94,868
Purchases of property and equipment	(7,295)	-
NET CASH USED IN INVESTING ACTIVITIES	(8,474)	(32,723)
RESULTING IN A NET INCREASE (DECREASE) IN CASH	280,412	(70,835)
CASH AND CASH EQUIVALENTS, BEGINNING	567,255	638,090
CASH AND CASH EQUIVALENTS, ENDING	\$ 847,667	\$ 567,255

The accompanying notes are an integral part of these financial statements.

NORTH SHORE UNITED WAY, INC.

STATEMENTS OF FUNCTIONAL EXPENSES
FOR THE YEAR ENDED JUNE 30, 2010
(with comparative totals for 2009)

	Community Service	Fund- Raising	Management and Administration	Total 2010	Total 2009
Salaries	\$ 47,832	\$ 96,811	\$ 27,217	\$ 171,860	\$ 170,614
Employee benefits	6,390	9,170	2,290	17,850	19,269
Payroll taxes	3,948	7,991	2,247	14,186	14,792
Total personnel costs	<u>58,170</u>	<u>113,972</u>	<u>31,754</u>	<u>203,896</u>	<u>204,675</u>
Dues	1,515	-	-	1,515	1,089
Publicity and promotion	808	1,211	-	2,019	2,928
Campaign materials	-	7,565	-	7,565	8,494
Postage	1,471	2,023	1,104	4,598	4,066
Travel	330	425	189	944	1,187
Conferences	23	23	5	51	437
Total campaign costs	<u>4,147</u>	<u>11,247</u>	<u>1,298</u>	<u>16,692</u>	<u>18,201</u>
Rent	3,872	5,549	3,484	12,905	12,905
Depreciation	1,026	1,470	923	3,419	2,204
Insurance	503	1,443	1,410	3,356	3,389
Repairs and maintenance	-	1,830	1,830	3,660	3,711
Electricity	245	351	221	817	1,430
Total occupancy costs	<u>5,646</u>	<u>10,643</u>	<u>7,868</u>	<u>24,157</u>	<u>23,639</u>
Telephone	1,165	2,136	1,554	4,855	4,592
Service clubs	524	-	-	524	225
Community service	2,018	-	-	2,018	2,549
Professional fees	981	3,076	12,563	16,620	13,755
Office expense	4,412	4,935	4,597	13,944	10,941
Special events/annual meeting	1,778	4,218	1,778	7,774	6,763
Other expense	-	-	1,602	1,602	1,132
Total other costs	<u>10,878</u>	<u>14,365</u>	<u>22,094</u>	<u>47,337</u>	<u>39,957</u>
Total expenses	<u>\$ 78,841</u>	<u>\$ 150,227</u>	<u>\$ 63,014</u>	<u>\$ 292,082</u>	<u>\$ 286,472</u>

The accompanying notes are an integral part of these financial statements.

NORTH SHORE UNITED WAY, INC.

NOTES TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED JUNE 30, 2010

1. NATURE OF OPERATIONS

North Shore United Way, Inc. (NSUW) is an independent, local United Way serving eight (8) North Shore communities. Volunteers from NSUW meet current and emerging human service needs by comprehensively reviewing and allocating community resources and funds to assist human service organizations based on their efficiency, effectiveness and accountability in meeting identified need. Virtually all of NSUW's funds are derived from contributions from businesses and individuals in the cities and towns in the North Shore area.

NSUW is exempt from federal income taxes under I.R.C. Section 501(c)(3).

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The following is a summary of significant accounting policies of North Shore United Way, Inc.:

Basis of Presentation

North Shore United Way, Inc. follows Accounting Standards (ASC) No. 958 and 958-605. Under ASC 958-605, transfers of assets to North Shore United Way for the benefit of a donor-specified sub-recipient organization for which North Shore United Way has no variance power are reported in the Statement of Financial Position as designations payable.

In accordance with ASC 958, contributions received are recorded as unrestricted, temporarily restricted or permanently restricted support, depending on the existence or nature of any donor restrictions. Under ASC 958-205, NSUW reports its financial position and activities according to three classes of net assets; unrestricted net assets, temporarily restricted net assets, and permanently restricted net assets.

Comparative Financial Statements

The accompanying financial statements include certain prior year summarized comparative information in total but not by net asset class. Such information does not include sufficient detail to constitute a presentation in conformity with accounting principles generally accepted in the United States of America. Accordingly, such information should be read in conjunction with NSUW's financial statements for the year ended June 30, 2009, from which the summarized information was taken.

Use of Estimates

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates. The accompanying financial statements include significant estimates for uncollectible campaign pledges and the functional allocation of expenses.

Cash and Cash Equivalents

Cash and cash equivalents include investments with a maturity of three months or less when purchased.

(Continued)

NORTH SHORE UNITED WAY, INC.

NOTES TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED JUNE 30, 2010
(Continued)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

Revenue Recognition

Campaigns are conducted from September to March to raise support for allocations which are disbursed to participating agencies during the year. In accordance with ASC 958, contributions and pledges of contributions are recognized as revenue at their fair value when the contribution is received or the pledge is made. This revenue remains temporarily restricted until payment is received on the pledge. At that time, funds are released from restriction and allocated to agencies. All contributions are considered available for unrestricted use unless specifically restricted by the donor.

Allowance for Uncollectible Pledges

Campaign receivables are reported at net realizable value. The allowance for uncollectible pledges is computed using a 5 year historical average adjusted by management estimates of current economic factors, applied to individual campaigns, including donor designations.

Allocations Payable

Allocations payable consist of allocations budgeted for each member agency remaining to be paid at the fiscal year end. These remaining allocations are expected to be paid within one year. The Board of Directors may authorize changes to the allocations during the year or provide discretionary payments to both member and non-member organizations.

Donor Designations

Donors to the campaign may designate all or part of their pledge to specific member or non-member agencies. In accordance with ASC 958-605, these specific designations are not considered available for the North Shore United Way budgeting to agencies and are deducted from current campaign results. The amounts of donor designations to specific agencies that remain unpaid at year end are included on the statement of financial position.

Capitalization and Depreciation

Property and equipment acquisitions are recorded at cost. Purchases of property and equipment in excess of \$2,500 are capitalized. Donated equipment is recorded at its fair market value at the date of gift. Depreciation is provided on a five year, straight-line basis for all office equipment.

Contributed Services

The financial statements do not include amounts for contributed services. NSUW pays for substantially all services requiring specific expertise. However, substantial numbers of volunteers have donated significant amounts of their time in NSUW's program services and in its fundraising campaigns.

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NORTH SHORE UNITED WAY, INC.

NOTES TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED JUNE 30, 2010
(Continued)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Investments

NSUW has adopted ASC 820, *Fair Value Measurements*, (“ASC 820”). ASC 820 defines fair value, establishes a framework for measuring fair value in generally accepted accounting principles (“GAAP”), and expands disclosures about fair value measurements. Under ASC 820, fair value refers to the price that would be received to sell an asset or to transfer a liability in an orderly transaction between market participants in the market in which the reporting entity transacts. It clarifies the principle that fair value should be based on the assumptions market participants would use when pricing the asset or liability. In support of this principle, ASC 820 establishes a fair value hierarchy that prioritizes the information used to develop those assumptions. Under ASC 820, fair value measurements are separately disclosed by level within the fair value hierarchy.

Investments measured at fair value are classified and disclosed in one of the following categories:

Level I: Quoted prices are available in active markets for identical investments as of the reporting date.

Level II: Pricing inputs are other than quoted prices in active markets of comparable investments, which are either directly or indirectly observable as of the reporting date, and fair value is determined through the use of models or other valuation methodologies.

Level III: Pricing inputs are unobservable for the investment and include situations where there is little, if any, market activity for the investment.

All NSUW investments include listed equity or debt instruments which are publicly traded, and whose fair value is therefore classified and disclosed as Level I. Investments, in general, are exposed to various risks, such as interest rate, credit, and overall market volatility. As such, it is reasonably possible that changes in the values of investments will occur in the near term and that such changes could materially affect the amounts reported in the financial statements.

Investment income, primarily interest and dividends, is recorded when earned and considered available for unrestricted use unless otherwise restricted by the donor. Realized and unrealized gains and losses are determined on the basis of specific identification and recognized on a trade-date basis.

The endowment fund spending policy is set at four percent (4%) of a thirteen quarter average of the total market value of invested endowment funds. The Investment Committee of the Board of Directors reviews the spending rate annually. Distributions of endowment income with donor restrictions are made in accordance with the terms of the original gift.

Withdrawals from the endowment fund exceeding four percent (4%) may be made in special circumstances as determined by the Board of Directors, subject to the requirements of donor-imposed restrictions and the limitations in Massachusetts General Laws Chapter 180A on the use of appreciation on permanently restricted net assets. There were no withdrawals in excess of four percent (4%) in 2010.

NORTH SHORE UNITED WAY, INC.

NOTES TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED JUNE 30, 2010
(Continued)

3. INVESTMENTS

Fair value measurement was determined using Level I inputs and as of June 30, 2010 and June 30, 2009, investments consisted of the following:

	2010		2009	
	Cost	Market value	Cost	Market value
Fixed income mutual funds:				
Total return	\$173,183	\$187,072	\$170,959	\$171,557
Low duration	97,104	99,964	97,022	93,971
Inflation protected securities	11,355	11,737	11,103	10,750
International	122	128	180	179
High yield	65	66	118	96
	<u>281,829</u>	<u>298,967</u>	<u>279,382</u>	<u>276,553</u>
Equity mutual funds:				
Growth	121,847	124,008	122,460	107,945
Value	117,806	115,200	117,904	104,244
Blend	130,660	112,315	130,687	100,290
International	92,151	65,265	99,244	59,378
Commodity/Real estate	126	130	599	346
	<u>462,590</u>	<u>416,918</u>	<u>470,894</u>	<u>372,203</u>
	<u>\$744,419</u>	<u>\$715,885</u>	<u>\$750,276</u>	<u>\$648,756</u>

The investment portfolio is diversified by type of investment and industry concentration so that no individual investment or group of investments represents a significant concentration of market risk.

Investment income (loss) for the years ended June 30, 2010 and 2009 is comprised of the following:

	2010	2009
Interest and dividends	\$15,077	\$ 40,095
Realized loss on investments	(7,036)	(68,133)
	<u>\$ 8,041</u>	<u>\$(28,038)</u>

Investment income is reported gross of related expenses (custodial fees or investment advisory fees in the amount of \$6,367 and \$5,591 in 2010 and 2009, respectively).

At June 30, 2010 there were no deficiencies for donor-restricted endowment funds for which the fair value of the investments was less than the level required by donor stipulation or by law.

(Continued)

NORTH SHORE UNITED WAY, INC.

NOTES TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED JUNE 30, 2010
(Continued)

4. PROPERTY AND EQUIPMENT

At June 30, 2010 and 2009 property and equipment consists of the following:

	2010	2009
Office furniture and equipment	\$81,112	\$ 73,817
Less accumulated depreciation	(70,067)	(66,648)
Net property and equipment	<u>\$11,045</u>	<u>\$ 7,169</u>

5. PENSION PLAN

NSUW maintains a defined contribution (money purchase) pension plan (the Plan) covering all eligible employees. NSUW makes a contribution to the Plan each year equal to 6% of all qualified participants' compensation. Total pension expense for the years ended June 30, 2010 and 2009 was \$7,874 and \$9,351, respectively.

6. TEMPORARILY RESTRICTED NET ASSETS

Temporarily restricted net assets include amounts resulting from contributions and pledges whose use by NSUW is limited by donor-imposed stipulations that either expire by passage of time or can be fulfilled and removed by actions of NSUW pursuant to those stipulations. When a donor restriction expires, temporarily restricted net assets are reclassified to unrestricted net assets and reported in the Statement of Activities as net assets released from restrictions.

Temporarily restricted net assets consisted of the following at June 30, 2010:

Contributions to future campaigns	\$ 21,912
Rose B. Converse Fund	1,000
Smith Family Foundation Fund	101,356
	<u>\$124,268</u>

7. BOARD-DESIGNATED NET ASSETS

North Shore United Way's Directors established an endowment fund from unrestricted contributions. These funds, which are distributed subject to Board approval (Board-designated net assets), consisted of the following at June 30, 2010:

Operating Endowment Fund	\$659,885
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8. RENT

North Shore United Way rents office space at a rate of \$1,075 per month plus a pro-rata share of increases in the cost of real estate taxes and common area maintenance. North Shore United Way currently occupies its space as a tenant at will.

Beginning July 1, 2010, and for a period of one year, the landlord has agreed to donate rent (\$1,075 per month), taxes, maintenance and utility costs of the office space.

(Continued)

NORTH SHORE UNITED WAY, INC.

NOTES TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED JUNE 30, 2010
(Continued)

9. SIGNIFICANT CONCENTRATIONS OF RISK

North Shore United Way is a member agency of the United Ways of New England (UWONE), which conducts fundraising with various large corporations and their employees. Member agencies receive a share of the funds raised by UWONE based upon a fixed formula. NSUW has a significant concentration of revenue from UWONE. For the year ended June 30, 2010, pledge revenues from UWONE totaled approximately \$154,000, or 13% of the 2009 - 2010 campaign total revenues.

Money market and mutual fund investments have a fair market value at June 30, 2010 that make up 81% of total asset bases. The value of these investments is not federally insured and is subject to market fluctuations.

10. DEFERRED COMPENSATION PLAN

NSUW maintains a deferred compensation agreement with a former President that provides for payment of \$10,000 annually commencing at retirement, but not earlier than age 65 and payable until death. The former President retired effective April 1, 1995 and started receiving payments under the deferred compensation plan. There is no provision to allow for inflation increases in the annual amount. At June 30, 2010, the present value liability for future payments due under the plan was \$35,484.

11. CAMPAIGN FEES

The United Way of Massachusetts Bay, Inc. (UWMB) conducts the annual UWONE fundraising campaign and provides administrative services on behalf of the Commonwealth of Massachusetts Employee Campaign – Region I (COMEC). Under the terms of these performance agreements, UWMB receives a management or administrative fee on pledges received for local United Ways, including the North Shore United Way. In addition, other United Ways charge an administration fee that reduces designations paid to the North Shore United Way.

The North Shore United Way records revenues from these campaigns net of the related service fees charged by the administering United Way.

12. CAMPAIGN RECEIVABLES

Unconditional campaign pledge receivables consist of the following:

	<u>2010</u>	<u>2009</u>
Pledge receivables within one year	\$301,527	\$369,786
Less – allowance for uncollectible pledges	(56,000)	(56,000)
Total due within one year	<u>\$245,527</u>	<u>\$313,786</u>

SUPPLEMENTARY INFORMATION

NORTH SHORE UNITED WAY, INC.

STATEMENTS OF AGENCY ALLOCATIONS
FOR THE YEAR ENDED JUNE 30, 2010
(with comparative totals for 2009)

For the years ended June 30, 2010 and 2009 allocations appropriated by the Board of Directors and donor designations to agencies, where NSUW has no variance power were as follows:

	2010	2009
Community partner allocations:		
American Red Cross of Northeast Massachusetts	\$ 48,000	\$ 48,000
Beverly Affordable Housing Coalition, Inc.	35,000	35,000
Beverly Bootstraps Community Services, Inc.	40,000	30,000
Yankee Clipper Council - Boy Scouts	5,194	5,500
CAB Health & Recovery Services	30,000	1,988
Catholic Charities/North	51,000	45,000
Pathways for Children	47,000	40,000
Children's Friend and Family Services, Inc.	52,000	43,000
Spar & Spindle Girl Scout Council, Inc.	543	23,235
Health and Education Services	95,446	95,446
HealthQuarters, Inc.	15,000	20,000
Healing Abuse Working for Change, Inc.	30,000	20,000
North Shore Community Health	17,000	12,500
North Shore / Health Project	15,923	14,750
North Shore Association for Retarded Citizens, Inc.	37,000	35,000
The Open Door / Cape Ann Food Pantry, Inc.	45,000	31,000
S.A.F.E. Studio, Inc.	14,592	13,000
Salvation Army - Beverly Service Unit	35,000	35,000
Society of St. Vincent de Paul - St. Mary's	27,000	26,000
Society of St. Vincent de Paul - St. John's	12,000	12,000
Strongest Link AIDS Services, Inc.	32,000	28,000
United Cerebral Palsy Association of the North Shore, Inc.	5,000	5,000
Visiting Nurse Association of the North Shore, Inc.	50,000	50,000
YMCA of the North Shore	94,500	86,500
Subtotal community partner allocations	834,198	755,919
Community support fund grants	0	17,363
Discretionary grants:		
Harborlight Community Partners, Inc.	10,000	-
Beverly Children's Learning Center, Inc.	5,000	5,000
Salem Cyberspace	5,000	5,000
River House, Inc.	5,000	0
Glen Urquart School	5,000	-
Ipswich Caring, Inc.	1,500	-
Northeast Health Systems	1,000	-
Action, Inc.	249	-
Others	500	500
Mass211	-	8,193
Accord Food Pantry	-	5,000
The Food Project	-	5,000
North Shore Community College Foundation	-	2,500
Subtotal discretionary grants	33,249	31,193
Total agency allocations and discretionary grants	\$ 867,447	\$ 804,475

NORTH SHORE UNITED WAY, INC.

CALCULATION OF OPERATING EXPENSE RATIO
FOR THE YEARS ENDED JUNE 30, 2010 AND 2009

	<u>2010</u>	<u>2009</u>
Revenue:		
Net campaign revenue	\$1,033,043	\$1,007,063
Endowment and other contributions	7,200	19,018
Special events	7,723	1,835
Investment income	15,077	40,095
	<hr/>	<hr/>
Total revenue	<u>\$1,063,043</u>	<u>\$1,068,011</u>
Operating expenses:		
Fundraising	\$ 150,228	\$ 146,555
Management and administration	63,013	63,260
	<hr/>	<hr/>
Total operating expenses	<u>\$ 213,241</u>	<u>\$ 209,815</u>
Operating expense ratio	<u>20.1%</u>	<u>19.6%</u>