At Monadnock United Way, we fight for children, education, and financial stability in every community throughout our region.

Monadnock United Way
muw.org
Monadnock United Way is dedicated to improving lives by mobilizing diverse partners and investing in programs and people to create long-lasting, measurable change.

We invest strategically to achieve specific outcomes in our focus areas: Children, Education and Financial Stability.

We believe it takes collective community actions, sustained over time, to reach the outcomes we want to achieve.

We invest in a foundation of strong, viable programs and mobilize volunteers to address our community’s needs.

We champion strategic initiatives that utilize community impact to create systems-level change.

“We are more than the fundraisers.

We are the hand-raisers. The game-changers.

We take on challenges and tackle problems around the region. We win by Living United!”

#muwgamechanger
Dear Friends of MUW,

2016 was a watershed year for Monadnock United Way (MUW), one that yielded a vitally important and exciting Strategic Plan and a vision for the future of our region.

Through the strategic planning process, we learned that MUW is uniquely positioned to help our region meet three of its most pressing problems: the welfare of our children, educational attainment and financial stability. Our vision and outcomes for each of those areas – plus basic needs – is outlined in the graphic to the right.

We developed a comprehensive plan to address these social issues through a process called Collective Impact, which is a framework allowing organizations from all sectors to use the same structured approach to collaboratively solve specific social problems. Our plan includes:

- Investing in children, education, financial stability and basic needs
- Engaging in Collective Impact and impactful investing
- Championing diverse collaborations
- Encouraging innovative practices
- Leveraging financial resources both inside and outside of our region
- Advocating at local, regional, statewide and national levels
- Mobilizing the power of people in this region to get involved

In mid-2016, we also said goodbye to MUW President Kathy Collinsworth, who adeptly led us through the strategic planning process and set a solid foundation for transitioning to the impact model. We are grateful for her six years as president and most fortunate that she continues to be an MUW volunteer.

For both of us — Liz having joined MUW as the new president in October and Terry having completed the first of two years as chair of the board — it has been humbling to see the dedication of our fellow board, staff and community members in making this region the strongest and most vibrant it can be for all who live here. We look forward with great enthusiasm to implementing our strategic plan.

Very truly yours,

Terry Williams, 2016 Board Chair

Liz LaRose, President
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AT MONADNOCK UNITED WAY, WE FIGHT FOR CHILDREN, EDUCATION, AND FINANCIAL STABILITY IN EVERY COMMUNITY THROUGHOUT OUR REGION.

**CHILDREN**

Children live in safe, nurturing, and healthy homes and communities

- Young children are safe, healthy, and resilient
- School-age children are safe, healthy, and resilient
- Transition-age children are safe, healthy, and resilient

**EDUCATION**

Community members receive an education that enables them to achieve their fullest potential

- Children are ready to learn by the time they enter school
- Students are proficient in fundamental areas of learning, including social-emotional skills
- Community members are prepared to embark on post-secondary pursuits

**FINANCIAL STABILITY**

Community members have the financial resources they need to live healthy, happy, and productive lives

- Community members are financially literate and empowered
- Community members achieve financial stability and well-being

---

**BASIC NEEDS**

Community members have access to food, shelter, heat, and transportation
WHERE WE **INVESTED YOUR DOLLARS** IN 2016

PARTNER AGENCIES RECEIVING FUNDING IN 2016

Big Brothers Big Sisters of New Hampshire
Cheshire Housing Trust (CHT)
Community Kitchen
Community Volunteer Transportation Company (CVTC)
Home Healthcare, Hospice and Community Services (HCS)
Hundred Nights, Inc.
Keene Day Care Center, Inc.
Keene Senior Citizens Center
Maps Counseling Services
Mayhew
Monadnock Area Peer Support Agency
Monadnock Center for Violence Prevention
Monadnock Community Early Learning Center
Monadnock Developmental Services, Inc.
Monadnock Family Services (MFS)
Monadnock Region Child Advocacy Center
NH Legal Assistance
NH Pro Bono Referral System
The Orchard School and Community Center
Rise...for baby and family
Samaritans, Inc.
Southern NH Services (SNHS)
Southwestern Community Services, Inc. (SCS)
The River Center: a Family and Community Resource Center
Walpole Village School
Winchester Learning Center

OUR SERVICE AREA

CHESHIRE COUNTY
Alstead
Chesterfield/Spofford
Dublin
Fitzwilliam
Gilsum
Harrisville
Hinsdale
Jaffrey
Keene
Marlborough
Marlow
Nelson
Richmond
Rindge
Roxbury
Stoddard
Sullivan
Surry
Swanzey
Troy
Walpole
Westmoreland
Winchester

HILLSBOROUGH COUNTY
Antrim
Bennington
Deering
Francestown
Greenfield
Greenville
Hancock
Hillsboro
Mason
New Ipswich
Peterborough
Sharon
Temple
Windsor
PERCENTAGE OF FUNDING BY SERVICE CATEGORY IN 2016

- Mental Health and Abuse Treatment Services: 15%
- Housing Stabilization: 12%
- Food Security: 8%
- Employment and Legal Assistance: 6%
- Transportation: 2%
- Early Childhood Education: 22%
- Parenting Support: 8%
- Youth Development: 8%
- Child Welfare Services: 6%
- Senior and Disability Support Services: 13%

2016 DONOR BREAKDOWN

- 4,402 Donors
- 645 Leadership Givers
- 7 Tocqueville Donors
- 409 Businesses & Organizations
WHERE DOES MY MONEY GO?

87% Programs, Agencies, and Community Services

13% Operating Expenses

GIVING BY CATEGORY

29.8% Corporations and Small Businesses

44.6% Employees

23.5% Individuals

2.1% Foundations
# Statement of Financial Position

## December 31, 2016 with Comparative Totals as of December 31, 2015

### Assets

<table>
<thead>
<tr>
<th>Category</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Assets:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>$1,023,981</td>
<td>$1,024,001</td>
</tr>
<tr>
<td>332,640</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>10,000</td>
<td>7,313</td>
</tr>
<tr>
<td>Marketable securities</td>
<td>778,045</td>
<td>1,232,777</td>
</tr>
<tr>
<td>Pledges receivable, less allowance for uncollectible pledges of $75,000</td>
<td>1,014,188</td>
<td>1,023,581</td>
</tr>
<tr>
<td>Other current assets</td>
<td>3,779</td>
<td>2,564</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td>2,830,013</td>
<td>2,598,875</td>
</tr>
<tr>
<td><strong>Property, Plant and Equipment, at cost:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Building and improvements</td>
<td>99,764</td>
<td>99,764</td>
</tr>
<tr>
<td>Office furniture and equipment</td>
<td>73,552</td>
<td>73,552</td>
</tr>
<tr>
<td>Land</td>
<td>4,430</td>
<td>4,430</td>
</tr>
<tr>
<td>177,746</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less–Accumulated depreciation</td>
<td>166,942</td>
<td>163,490</td>
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<tr>
<td>10,804</td>
<td></td>
<td>14,256</td>
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<tr>
<td><strong>Other Assets:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Beneficial interest in foundation assets</td>
<td>$265,878</td>
<td>$259,775</td>
</tr>
<tr>
<td><strong>Total other assets</strong></td>
<td>265,878</td>
<td>259,775</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>$3,106,695</td>
<td>$2,872,906</td>
</tr>
</tbody>
</table>

### Liabilities and Net Assets

<table>
<thead>
<tr>
<th>Category</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Liabilities:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Allocations to agencies</td>
<td>$93,119</td>
<td>$2,800</td>
</tr>
<tr>
<td>Deferred grant</td>
<td>82,404</td>
<td>–</td>
</tr>
<tr>
<td>Accrued expenses</td>
<td>38,937</td>
<td>19,332</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td>214,460</td>
<td>22,132</td>
</tr>
<tr>
<td><strong>Net Assets:</strong></td>
<td></td>
<td></td>
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<tr>
<td>Unrestricted</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Board designated</td>
<td>652,895</td>
<td>652,895</td>
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<tr>
<td>Undesignated</td>
<td>384,342</td>
<td>377,315</td>
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<tr>
<td>1,037,237</td>
<td></td>
<td>1,030,210</td>
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<tr>
<td>Temporarily restricted</td>
<td>1,854,998</td>
<td>1,820,564</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td>2,892,235</td>
<td>2,850,774</td>
</tr>
<tr>
<td><strong>Total Liabilities and Net Assets</strong></td>
<td>$3,106,695</td>
<td>$2,872,906</td>
</tr>
</tbody>
</table>

An audit of Monadnock United Way’s financial statements is conducted annually by the certified public accounting firm of Oster & Wheeler, PC. Copies of the latest audited report are available from Monadnock United Way.
This is Skye.

Skye was born with Down syndrome.

He had significant respiratory and hearing problems, and speech delays.

With immeasurable support from Monadnock Developmental Services, Rise...for baby and family, and Home Health Care and Community Services,

Skye began to thrive.
In 2008, Amanda Hitchings gave birth to her son Skye. Skye has Down syndrome.

“I just didn’t know what to do,” Amanda said. “I cried in private… alone, no family, isolated.”

She called several Monadnock United Way programs for support. First was Monadnock Developmental Services, where Anna welcomed her and helped her qualify for Medicaid. Anna also helped get Skye into Boston Children’s Hospital.

Amanda and Skye also began working with Becky from Rise…for baby and family, a local nonprofit that provides early intervention services and child care programs for young children. Even with these top-notch services, Skye’s health was worsening. Becky was the one to suspect a swallowing disorder as the cause. She identified a simple solution, xanthium gum, that essentially cured multiple respiratory and hearing problems and speech delays.

Skye began to thrive.

Upon graduating from Rise, Skye knew a handful of words and more than 30 signs.

Fast forward to today. Every night Skye takes Amanda’s hand and says, “I kissa you momma, and you kissa me momma?”

Amanda is grateful for the support from the community.

“Thank you, Monadnock United Way, and everyone, for supporting the rich services that have given me my special good night kisses,” she said. “There are so many families struggling far more than you could ever imagine. They need you, and their own good night kisses.”
This is what some of the Day of Caring volunteers had to say about their experiences:

“It felt good to accomplish something meaningful in a short amount of time that the organization wouldn’t have otherwise been able to do. And, it was fun!”

— Volunteer from C&S Wholesale Grocers
Volunteered at Monadnock Humane Society

“I liked the feeling of being helpful, meeting new people, learning about area services provided by the agency.”

— Volunteer from Clark-Mortenson Insurance
Volunteered at Southwestern Community Services

From completing vital service projects at local non-profit agencies, to leading successful fundraising campaigns, volunteers can move mountains.

Volunteering is a great way to give back, connect with others, and make a difference in your community.

• Volunteering helps improve your physical, mental, and emotional health.

• Employees who volunteer also benefit their employers, through developing better time management skills, stronger colleague relationships, people and teamwork skills, and enhanced job skills.

Monadnock United Way thanks our hundreds of volunteers who dedicate their time, talents, and energy to making a difference. We are grateful for the value these volunteers provide for us and our community.
Each fall, Monadnock United Way coordinates the **Day of Caring**, when business and community volunteers are matched with projects at local non-profits.
“I have been involved with MUW for 7 years, three as an allocator, and three more assisting with the allocation process. And I am currently a board member.

With the implementation of MUW’s strategic plan, I felt it was a great place for me to apply my organizational, project management, and analytical skills. It has been very rewarding working closely with MUW staff defining much of the Collective Impact work. I feel like I am making a difference.”

— Mike Kowalczyk
2016 BOARD OF DIRECTORS:
Terry Williams, Chair
Ken Jue, Vice Chair
Dick Hill, Secretary
Rob Harris, Treasurer
Ashok Bahl
Jeff Bergeron
Patty Blake
Katie Gardella
Kathy Gross
Anne Huot
Ruth Jacobs
Sarah Kossayda
Mike Kowalczyk
Mary Ann Kristiansen
Bill Stevens

2016 MONADNOCK UNITED WAY STAFF:
Kathy (Harrington) Collinsworth, President (through October)
Liz LaRose, President (November-December)
Kelly Brigham-Steiner, Director of Impact and Investment
Cameron Tease, Resource Development Director
Katherine Richardson, Donor Relations Coordinator
Gary Custer, Marketing Manager
Nikki Sauber, Administrative Assistant/Volunteer Coordinator

#muwgamechanger