

EXTENDED TO NOVEMBER 15, 2022

Form 990

Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

OMB No. 1545-0047

2021

Open to Public Inspection

Department of the Treasury Internal Revenue Service

Do not enter social security numbers on this form as it may be made public. Go to www.irs.gov/Form990 for instructions and the latest information.

Header section A-M containing organization name (MONADNOCK UNITED WAY, INC.), address (23 CENTER STREET, KEENE, NH), and other identifying information.

Part I Summary

Table with 3 columns: Description, Prior Year, Current Year. Rows include Governance (mission statement), Revenue (Total: 2,296,861), Expenses (Total: 1,463,813), and Net Assets (Total: 3,464,583).

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete.

Signature of officer BEN WHEELER, TREASURER, dated 9/6/22.

Preparer information for CHRISTOPHER R. WHEELER, C, dated 08/15/22, with firm address and phone number.

May the IRS discuss this return with the preparer shown above? See instructions. [X] Yes [ ] No

Part III Statement of Program Service Accomplishments

Check if Schedule O contains a response or note to any line in this Part III [X]

1 Briefly describe the organization's mission: MONADNOCK UNITED WAY IS DEDICATED TO IMPROVING LIVES BY MOBILIZING DIVERSE PARTNERS AND INVESTING IN PROGRAMS AND PEOPLE TO CREATE LONG-LASTING MEASURABLE CHANGE.

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? [ ] Yes [X] No If "Yes," describe these new services on Schedule O.

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? [ ] Yes [X] No If "Yes," describe these changes on Schedule O.

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

4a (Code: ) (Expenses \$ 755,030. including grants of \$ 639,010. ) (Revenue \$ 12,752. ) COMMUNITY BUILDING:

MONADNOCK UNITED WAY (MUW) WORKS COLLABORATIVELY TO ADDRESS OUR COMMUNITY'S NEEDS IN THREE FOCUS AREAS: CHILDREN, EDUCATION AND FINANCIAL STABILITY THROUGHOUT EVERY COMMUNITY IN OUR REGION. MUW USES A COLLECTIVE IMPACT MODEL TO BRING PEOPLE FROM ACROSS ALL SECTORS OF THE MONADNOCK REGION AND STATE OF NEW HAMPSHIRE TOGETHER TO SOLVE THESE ISSUES IN OUR COMMUNITY: ENSURING THAT CHILDREN LIVE IN SAFE, NURTURING, HEALTHY HOMES BECAUSE WE HAVE THE 3RD HIGHEST RATE OF CHILD ABUSE AND NEGLECT IN THE STATE. ENSURING THAT EVERYONE HAS THE FINANCIAL RESOURCES THEY NEED TO LIVE HEALTHY, HAPPY AND PRODUCTIVE LIVES, BECAUSE 1 IN 4 OF US ARE LOW INCOME, WHICH IS HIGHER THAN THE

4b (Code: ) (Expenses \$ 338,862. including grants of \$ ) (Revenue \$ ) IMPACT AND INVESTMENT:

THE MONADNOCK UNITED WAY HAS A UNIQUE INVESTMENT PROCESS, WHICH SUPPORTS AND ENCOURAGES COLLECTIVE AND COLLABORATIVE EFFORTS; FOCUSES ON BOTH PROGRAM-SPECIFIC AND COLLECTIVE ACHIEVEMENT OF OUTCOMES THAT ADDRESS OUR REGION'S UNDERLYING ISSUES FOR CHILDREN, EDUCATION AND FINANCIAL STABILITY; AND ENSURES FISCAL AND GOVERNANCE ACCOUNTABILITY.

THE OBJECTIVE OF MUW'S IMPACT AND INVESTMENT COMMITTEE IS TO DEPLOY MONADNOCK UNITED WAY FINANCIAL AND BACKBONE SUPPORT TO MAXIMIZE THE RESOURCES AVAILABLE TO INITIATIVES THAT WORK TOWARD A COMMON AGENDA, SHARED MEASUREMENT, MUTUALLY REINFORCING ACTIVITIES, AND WHO ENGAGE IN

4c (Code: ) (Expenses \$ 116,020. including grants of \$ 116,020. ) (Revenue \$ ) IMPACT MONADNOCK:

IMPACT MONADNOCK SEEKS TO IMPROVE OUTCOMES FOR ALL CHILDREN IN THE MONADNOCK REGION, FROM BIRTH TO AGE EIGHT, AND THEIR FAMILIES FOR FUTURE ACADEMIC, CAREER AND LIFE SUCCESS. IT WAS CREATED IN RESPONSE TO RESEARCH INDICATING THAT EARLY CHILDHOOD DEVELOPMENT IS ONE OF THE MOST CRITICAL FACTORS DETERMINING THE FUTURE OF ALL CITIZENS OF THE MONADNOCK REGION, BECAUSE WHAT HAPPENS TO OUR YOUNGEST RESIDENTS WILL HAVE A POWERFUL IMPACT ON OUR COMMUNITY'S FUTURE SUCCESS AND PROSPERITY. FOCUSING ON THE EDUCATIONAL ACHIEVEMENT AND WELFARE OF CHILDREN FROM BIRTH TO AGE EIGHT CREATES A STRONG FOUNDATION FOR THEIR FUTURE HEALTH, HAPPINESS AND ECONOMIC OPPORTUNITY. AND THIS IN TURN,

4d Other program services (Describe on Schedule O.) (Expenses \$ 14,711. including grants of \$ ) (Revenue \$ )

4e Total program service expenses 1,224,623.

Part IV Checklist of Required Schedules

Table with 3 columns: Question ID, Question Text, and Yes/No checkboxes. Rows include questions 1 through 21, with sub-questions a-f for questions 11, 12, and 20.

**Part IV Checklist of Required Schedules** (continued)

|   | Yes | No |
|---|-----|----|
| <b>22</b> Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i> .....  |     | X  |
| <b>23</b> Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5, about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i> .....  |     | X  |
| <b>24a</b> Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a</i> .....  |     | X  |
| <b>b</b> Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception? .....  |     |    |
| <b>c</b> Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds? .....   |     |    |
| <b>d</b> Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year? .....  |     |    |
| <b>25a Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations.</b> Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i> .....  |     | X  |
| <b>b</b> Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i> .....   |     | X  |
| <b>26</b> Did the organization report any amount on Part X, line 5 or 22, for receivables from or payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part II</i> .....   |     | X  |
| <b>27</b> Did the organization provide a grant or other assistance to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity (including an employee thereof) or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i> ..... |     | X  |
| <b>28</b> Was the organization a party to a business transaction with one of the following parties (see the Schedule L, Part IV, instructions for applicable filing thresholds, conditions, and exceptions):  |     |    |
| <b>a</b> A current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? <i>If "Yes," complete Schedule L, Part IV</i> .....  |     | X  |
| <b>b</b> A family member of any individual described in line 28a? <i>If "Yes," complete Schedule L, Part IV</i> .....   |     | X  |
| <b>c</b> A 35% controlled entity of one or more individuals and/or organizations described in line 28a or 28b? <i>If "Yes," complete Schedule L, Part IV</i> .....  |     | X  |
| <b>29</b> Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i> .....   |     | X  |
| <b>30</b> Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i> .....   |     | X  |
| <b>31</b> Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i> .....   |     | X  |
| <b>32</b> Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i> .....   |     | X  |
| <b>33</b> Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i> .....   |     | X  |
| <b>34</b> Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1</i> .....   |     | X  |
| <b>35a</b> Did the organization have a controlled entity within the meaning of section 512(b)(13)? .....  |     | X  |
| <b>b</b> If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i> .....   |     |    |
| <b>36 Section 501(c)(3) organizations.</b> Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i> .....   |     | X  |
| <b>37</b> Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i> .....  |     | X  |
| <b>38</b> Did the organization complete Schedule O and provide explanations on Schedule O for Part VI, lines 11b and 19? .....  | X   |    |

**Note:** All Form 990 filers are required to complete Schedule O

**Part V Statements Regarding Other IRS Filings and Tax Compliance**

Check if Schedule O contains a response or note to any line in this Part V

|   | Yes | No |
|---|-----|----|
| <b>1a</b> Enter the number reported in box 3 of Form 1096. Enter -0- if not applicable .....  |     |    |
| <b>b</b> Enter the number of Forms W-2G included on line 1a. Enter -0- if not applicable .....  |     |    |
| <b>c</b> Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners? ..... | X   |    |

Part V Statements Regarding Other IRS Filings and Tax Compliance (continued)

Table with columns for question number, question text, and Yes/No response boxes. Includes questions 2a through 17 regarding employee counts, tax returns, unrelated business income, foreign accounts, prohibited transactions, and charitable contributions.



Part VI Governance, Management, and Disclosure. For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes on Schedule O. See instructions.

Check if Schedule O contains a response or note to any line in this Part VI [X]

Section A. Governing Body and Management

Table with 3 columns: Question, Yes, No. Rows include: 1a Enter the number of voting members of the governing body at the end of the tax year (14); 1b Enter the number of voting members included on line 1a, above, who are independent (14); 2 Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee? (X); 3 Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, trustees, or key employees to a management company or other person? (X); 4 Did the organization make any significant changes to its governing documents since the prior Form 990 was filed? (X); 5 Did the organization become aware during the year of a significant diversion of the organization's assets? (X); 6 Did the organization have members or stockholders? (X); 7a Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body? (X); 7b Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body? (X); 8 Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following: a The governing body? (X); b Each committee with authority to act on behalf of the governing body? (X); 9 Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses on Schedule O (X).

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

Table with 3 columns: Question, Yes, No. Rows include: 10a Did the organization have local chapters, branches, or affiliates? (X); 10b If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?; 11a Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form? (X); 11b Describe on Schedule O the process, if any, used by the organization to review this Form 990.; 12a Did the organization have a written conflict of interest policy? If "No," go to line 13 (X); 12b Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts? (X); 12c Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe on Schedule O how this was done (X); 13 Did the organization have a written whistleblower policy? (X); 14 Did the organization have a written document retention and destruction policy? (X); 15 Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision? a The organization's CEO, Executive Director, or top management official (X); b Other officers or key employees of the organization (X); If "Yes" to line 15a or 15b, describe the process on Schedule O. See instructions.; 16a Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year? (X); 16b If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?

Section C. Disclosure

- 17 List the states with which a copy of this Form 990 is required to be filed NH
18 Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply. [X] Own website [X] Another's website [X] Upon request [ ] Other (explain on Schedule O)
19 Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.
20 State the name, address, and telephone number of the person who possesses the organization's books and records LIZ LAROSE - (603) 352-4209 23 CENTER STREET, KEENE, NH 03431

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

Check if Schedule O contains a response or note to any line in this Part VII

**Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees**

**1a** Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See the instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (box 5 of Form W-2, Form 1099-MISC, and/or box 1 of Form 1099-NEC) of more than \$100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations. See the instructions for the order in which to list the persons above.

Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

| (A)<br>Name and title              | (B)<br>Average hours per week (list any hours for related organizations below line) | (C)<br>Position (do not check more than one box, unless person is both an officer and a director/trustee) |                       |         |              |                              |        | (D)<br>Reportable compensation from the organization (W-2/1099-MISC/1099-NEC) | (E)<br>Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC) | (F)<br>Estimated amount of other compensation from the organization and related organizations |
|------------------------------------|---|---|-----------------------|---------|--------------|------------------------------|--------|---|--|---|
|                                    |   | Individual trustee or director  | Institutional trustee | Officer | Key employee | Highest compensated employee | Former |   |  |   |
| (1) LIZ LAROSE<br>PRESIDENT        | 40.00   |   |                       | X       |              |                              |        | 91,197.   | 0.   | 8,568.  |
| (2) ALEX KAPILOFF<br>DIRECTOR      | 1.00  | X   |                       |         |              |                              |        | 0.  | 0.   | 0.  |
| (3) AMY MATTHEWS<br>DIRECTOR       | 1.00  | X   |                       |         |              |                              |        | 0.  | 0.   | 0.  |
| (4) BARBARA TREMBLAY<br>DIRECTOR   | 1.00  | X   |                       |         |              |                              |        | 0.  | 0.   | 0.  |
| (5) BEN WHEELER<br>TREASURER       | 1.00  | X   |                       | X       |              |                              |        | 0.  | 0.   | 0.  |
| (6) EDWARD R. GUYOT<br>CHAIR       | 1.00  | X   |                       | X       |              |                              |        | 0.  | 0.   | 0.  |
| (7) ELIZABETH COPPOLA<br>SECRETARY | 1.00  | X   |                       | X       |              |                              |        | 0.  | 0.   | 0.  |
| (8) ERIK MURPHY<br>DIRECTOR        | 1.00  | X   |                       |         |              |                              |        | 0.  | 0.   | 0.  |
| (9) KATIE SUTHERLAND<br>VICE CHAIR | 1.00  | X   |                       | X       |              |                              |        | 0.  | 0.   | 0.  |
| (10) KELLY RICAURTE<br>DIRECTOR    | 1.00  | X   |                       |         |              |                              |        | 0.  | 0.   | 0.  |
| (11) MICHAEL REMY<br>DIRECTOR      | 1.00  | X   |                       |         |              |                              |        | 0.  | 0.   | 0.  |
| (12) MICHELLE BOURASSA<br>DIRECTOR | 1.00  | X   |                       |         |              |                              |        | 0.  | 0.   | 0.  |
| (13) MYRA REBILLARD<br>DIRECTOR    | 1.00  | X   |                       |         |              |                              |        | 0.  | 0.   | 0.  |
| (14) RUTH JACOBS<br>DIRECTOR       | 1.00  | X   |                       |         |              |                              |        | 0.  | 0.   | 0.  |
| (15) MARCUS OWENS<br>DIRECTOR      | 1.00  | X   |                       |         |              |                              |        | 0.  | 0.   | 0.  |
|                                    |   |   |                       |         |              |                              |        |   |  |   |
|                                    |   |   |                       |         |              |                              |        |   |  |   |





**Part VIII Statement of Revenue**

Check if Schedule O contains a response or note to any line in this Part VIII

|  |  |  | (A)                  | (B)                                | (C)                        | (D)  |
|--|--|--|----------------------|------------------------------------|----------------------------|--|
|  |  |  | Total revenue        | Related or exempt function revenue | Unrelated business revenue | Revenue excluded from tax under sections 512 - 514 |
| Contributions, Gifts, Grants and Other Similar Amounts | <b>1 a</b>   | Federated campaigns  | <b>1a</b>            |                                    |                            |  |
|  | <b>b</b>   | Membership dues  | <b>1b</b>            |                                    |                            |  |
|  | <b>c</b>   | Fundraising events   | <b>1c</b>            |                                    |                            |  |
|  | <b>d</b>   | Related organizations  | <b>1d</b>            |                                    |                            |  |
|  | <b>e</b>   | Government grants (contributions)  | <b>1e</b>            |                                    |                            |  |
|  | <b>f</b>   | All other contributions, gifts, grants, and similar amounts not included above | <b>1f</b>            | 2,283,709.                         |                            |  |
|  | <b>g</b>   | Noncash contributions included in lines 1a-1f                                  | <b>1g</b>            | \$                                 |                            |  |
|  | <b>h</b>   | <b>Total.</b> Add lines 1a-1f  |                      | 2,283,709.                         |                            |  |
| Program Service Revenue                                | <b>2 a</b>   |  | <b>Business Code</b> |                                    |                            |  |
|  | <b>b</b>   |  |                      |                                    |                            |  |
|  | <b>c</b>   |  |                      |                                    |                            |  |
|  | <b>d</b>   |  |                      |                                    |                            |  |
|  | <b>e</b>   |  |                      |                                    |                            |  |
|  | <b>f</b>   | All other program service revenue  |                      |                                    |                            |  |
|  | <b>g</b>   | <b>Total.</b> Add lines 2a-2f  |                      |                                    |                            |  |
| Other Revenue  | <b>3</b>   | Investment income (including dividends, interest, and other similar amounts)   |                      | 322.                               |                            | 322.   |
|  | <b>4</b>   | Income from investment of tax-exempt bond proceeds                             |                      |                                    |                            |  |
|  | <b>5</b>   | Royalties  |                      |                                    |                            |  |
|  | <b>6 a</b>   | Gross rents  | (i) Real             |                                    |                            |  |
|  |  |  | (ii) Personal        |                                    |                            |  |
|  |  |  |                      |                                    |                            |  |
|  | <b>6 b</b>   | Less: rental expenses  |                      |                                    |                            |  |
|  | <b>6 c</b>   | Rental income or (loss)  |                      |                                    |                            |  |
|  | <b>d</b>   | Net rental income or (loss)  |                      |                                    |                            |  |
|  | <b>7 a</b>   | Gross amount from sales of assets other than inventory                         | (i) Securities       |                                    |                            |  |
|  |  |  | (ii) Other           |                                    |                            |  |
|  |  |  |                      | 13,164.                            |                            |  |
|  | <b>7 b</b>   | Less: cost or other basis and sales expenses                                   |                      | 13,086.                            |                            |  |
|  | <b>7 c</b>   | Gain or (loss)   |                      | 78.                                |                            |  |
| <b>d</b>   | Net gain or (loss)   |  | 78.                  |                                    | 78.                        |  |
| <b>8 a</b>   | Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c). See Part IV, line 18 | <b>8a</b>  |                      |                                    |                            |  |
| <b>b</b>   | Less: direct expenses  | <b>8b</b>  |                      |                                    |                            |  |
| <b>c</b>   | Net income or (loss) from fundraising events   |  |                      |                                    |                            |  |
| <b>9 a</b>   | Gross income from gaming activities. See Part IV, line 19  | <b>9a</b>  |                      |                                    |                            |  |
| <b>b</b>   | Less: direct expenses  | <b>9b</b>  |                      |                                    |                            |  |
| <b>c</b>   | Net income or (loss) from gaming activities  |  |                      |                                    |                            |  |
| <b>10 a</b>  | Gross sales of inventory, less returns and allowances  | <b>10a</b>   |                      |                                    |                            |  |
| <b>b</b>   | Less: cost of goods sold   | <b>10b</b>   |                      |                                    |                            |  |
| <b>c</b>   | Net income or (loss) from sales of inventory   |  |                      |                                    |                            |  |
| Miscellaneous Revenue                                  | <b>11 a</b>  | <b>MISCELLANEOUS</b>   | <b>Business Code</b> | 900099                             | 12,752.                    | 12,752.  |
|  | <b>b</b>   |  |                      |                                    |                            |  |
|  | <b>c</b>   |  |                      |                                    |                            |  |
|  | <b>d</b>   | All other revenue  |                      |                                    |                            |  |
|  | <b>e</b>   | <b>Total.</b> Add lines 11a-11d  |                      |                                    | 12,752.                    |  |
| <b>12</b>  | <b>Total revenue.</b> See instructions   |  |                      | 2,296,861.                         | 12,752.                    | 0.   |
|  |  |  |                      |                                    |                            | 400.   |

**Part IX Statement of Functional Expenses**

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX

| Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.  | (A)<br>Total expenses | (B)<br>Program service expenses | (C)<br>Management and general expenses | (D)<br>Fundraising expenses |
|---|-----------------------|---------------------------------|--|-----------------------------|
| <b>1</b> Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21 ...   | 755,030.              | 755,030.                        |  |                             |
| <b>2</b> Grants and other assistance to domestic individuals. See Part IV, line 22 .....  |                       |                                 |  |                             |
| <b>3</b> Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16 .....   |                       |                                 |  |                             |
| <b>4</b> Benefits paid to or for members .....  |                       |                                 |  |                             |
| <b>5</b> Compensation of current officers, directors, trustees, and key employees .....   | 99,766.               | 51,878.                         | 9,977.                                 | 37,911.                     |
| <b>6</b> Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) .....   |                       |                                 |  |                             |
| <b>7</b> Other salaries and wages .....   | 160,054.              | 83,229.                         | 16,005.                                | 60,820.                     |
| <b>8</b> Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)   |                       |                                 |  |                             |
| <b>9</b> Other employee benefits .....  | 9,627.                | 5,006.                          | 963.                                   | 3,658.                      |
| <b>10</b> Payroll taxes .....   | 21,068.               | 10,955.                         | 2,107.                                 | 8,006.                      |
| <b>11</b> Fees for services (nonemployees):   |                       |                                 |  |                             |
| <b>a</b> Management .....   |                       |                                 |  |                             |
| <b>b</b> Legal .....  | 213.                  | 142.                            | 16.                                    | 55.                         |
| <b>c</b> Accounting .....   | 14,077.               | 9,432.                          | 985.                                   | 3,660.                      |
| <b>d</b> Lobbying .....   |                       |                                 |  |                             |
| <b>e</b> Professional fundraising services. See Part IV, line 17  |                       |                                 |  |                             |
| <b>f</b> Investment management fees .....   |                       |                                 |  |                             |
| <b>g</b> Other. (If line 11g amount exceeds 10% of line 25, column (A), amount, list line 11g expenses on Sch O.)   | 1,076.                | 721.                            | 75.                                    | 280.                        |
| <b>12</b> Advertising and promotion .....   |                       |                                 |  |                             |
| <b>13</b> Office expenses .....   |                       |                                 |  |                             |
| <b>14</b> Information technology .....  |                       |                                 |  |                             |
| <b>15</b> Royalties .....   |                       |                                 |  |                             |
| <b>16</b> Occupancy .....   | 11,442.               | 7,666.                          | 801.                                   | 2,975.                      |
| <b>17</b> Travel .....  | 136.                  | 90.                             | 9.                                     | 37.                         |
| <b>18</b> Payments of travel or entertainment expenses for any federal, state, or local public officials ...  |                       |                                 |  |                             |
| <b>19</b> Conferences, conventions, and meetings .....  | 7,785.                | 5,216.                          | 545.                                   | 2,024.                      |
| <b>20</b> Interest .....  |                       |                                 |  |                             |
| <b>21</b> Payments to affiliates .....  | 21,956.               | 14,711.                         | 1,537.                                 | 5,708.                      |
| <b>22</b> Depreciation, depletion, and amortization .....   | 3,227.                | 2,162.                          | 226.                                   | 839.                        |
| <b>23</b> Insurance .....   | 4,629.                | 3,101.                          | 324.                                   | 1,204.                      |
| <b>24</b> Other expenses. Itemize expenses not covered above. (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A), amount, list line 24e expenses on Schedule O.) |                       |                                 |  |                             |
| <b>a</b> <b>CONTRACTED SERVICES</b>   | 163,814.              | 109,755.                        | 11,467.                                | 42,592.                     |
| <b>b</b> <b>COMMUNITY IMPACT EXPEND</b>   | 116,020.              | 116,020.                        |  |                             |
| <b>c</b> <b>PRINTING AND PUBLICATIO</b>   | 34,200.               | 22,914.                         | 2,394.                                 | 8,892.                      |
| <b>d</b> <b>SUPPLIES</b>  | 22,001.               | 14,741.                         | 1,540.                                 | 5,720.                      |
| <b>e</b> All other expenses _____   | 17,692.               | 11,854.                         | 1,239.                                 | 4,599.                      |
| <b>25</b> <b>Total functional expenses.</b> Add lines 1 through 24e   | 1,463,813.            | 1,224,623.                      | 50,210.                                | 188,980.                    |
| <b>26</b> <b>Joint costs.</b> Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation.                               |                       |                                 |  |                             |
| Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720)   |                       |                                 |  |                             |

**Part X Balance Sheet**

Check if Schedule O contains a response or note to any line in this Part X

|   |  | (A)<br>Beginning of year |            | (B)<br>End of year |
|---|--|--------------------------|------------|--------------------|
| <b>Assets</b>   | <b>1</b> Cash - non-interest-bearing .....   | 1,772,478.               | <b>1</b>   | 2,079,073.         |
|   | <b>2</b> Savings and temporary cash investments .....  | 1,022.                   | <b>2</b>   |                    |
|   | <b>3</b> Pledges and grants receivable, net .....  | 17,983.                  | <b>3</b>   | 549,967.           |
|   | <b>4</b> Accounts receivable, net .....  | 666,963.                 | <b>4</b>   | 590,320.           |
|   | <b>5</b> Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons ..... |                          | <b>5</b>   |                    |
|   | <b>6</b> Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B) .....   |                          | <b>6</b>   |                    |
|   | <b>7</b> Notes and loans receivable, net .....   |                          | <b>7</b>   |                    |
|   | <b>8</b> Inventories for sale or use .....   |                          | <b>8</b>   |                    |
|   | <b>9</b> Prepaid expenses and deferred charges .....   | 3,859.                   | <b>9</b>   | 4,200.             |
|   | <b>10a</b> Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D .....   | <b>10a</b> 211,795.      |            |                    |
|   | <b>b</b> Less: accumulated depreciation .....  | <b>10b</b> 182,465.      | 17,677.    | <b>10c</b> 29,330. |
|   | <b>11</b> Investments - publicly traded securities .....   |                          | <b>11</b>  |                    |
|   | <b>12</b> Investments - other securities. See Part IV, line 11 .....   |                          | <b>12</b>  |                    |
|   | <b>13</b> Investments - program-related. See Part IV, line 11 .....  |                          | <b>13</b>  |                    |
|   | <b>14</b> Intangible assets .....  |                          | <b>14</b>  |                    |
|   | <b>15</b> Other assets. See Part IV, line 11 .....   | 311,973.                 | <b>15</b>  | 358,307.           |
| <b>16 Total assets.</b> Add lines 1 through 15 (must equal line 33) ..... | 2,791,955.   | <b>16</b>                | 3,611,197. |                    |
| <b>Liabilities</b>  | <b>17</b> Accounts payable and accrued expenses .....  | 67,652.                  | <b>17</b>  | 95,062.            |
|   | <b>18</b> Grants payable .....   | 154,660.                 | <b>18</b>  | 51,552.            |
|   | <b>19</b> Deferred revenue .....   |                          | <b>19</b>  |                    |
|   | <b>20</b> Tax-exempt bond liabilities .....  |                          | <b>20</b>  |                    |
|   | <b>21</b> Escrow or custodial account liability. Complete Part IV of Schedule D .....  |                          | <b>21</b>  |                    |
|   | <b>22</b> Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons .....     |                          | <b>22</b>  |                    |
|   | <b>23</b> Secured mortgages and notes payable to unrelated third parties .....   |                          | <b>23</b>  |                    |
|   | <b>24</b> Unsecured notes and loans payable to unrelated third parties .....   |                          | <b>24</b>  |                    |
|   | <b>25</b> Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D .....  |                          | <b>25</b>  |                    |
|   | <b>26 Total liabilities.</b> Add lines 17 through 25 .....   | 222,312.                 | <b>26</b>  | 146,614.           |
| <b>Net Assets or Fund Balances</b>  | <b>Organizations that follow FASB ASC 958, check here</b> <input checked="" type="checkbox"/> <b>and complete lines 27, 28, 32, and 33.</b>  |                          |            |                    |
|   | <b>27</b> Net assets without donor restrictions .....  | 846,839.                 | <b>27</b>  | 1,104,268.         |
|   | <b>28</b> Net assets with donor restrictions .....   | 1,722,804.               | <b>28</b>  | 2,360,315.         |
|   | <b>Organizations that do not follow FASB ASC 958, check here</b> <input type="checkbox"/> <b>and complete lines 29 through 33.</b>   |                          |            |                    |
|   | <b>29</b> Capital stock or trust principal, or current funds .....   |                          | <b>29</b>  |                    |
|   | <b>30</b> Paid-in or capital surplus, or land, building, or equipment fund .....   |                          | <b>30</b>  |                    |
|   | <b>31</b> Retained earnings, endowment, accumulated income, or other funds .....   |                          | <b>31</b>  |                    |
|   | <b>32</b> Total net assets or fund balances .....  | 2,569,643.               | <b>32</b>  | 3,464,583.         |
|   | <b>33</b> Total liabilities and net assets/fund balances .....   | 2,791,955.               | <b>33</b>  | 3,611,197.         |

**Part XI Reconciliation of Net Assets**

Check if Schedule O contains a response or note to any line in this Part XI

|    |  |    |            |
|----|--|----|------------|
| 1  | Total revenue (must equal Part VIII, column (A), line 12)  | 1  | 2,296,861. |
| 2  | Total expenses (must equal Part IX, column (A), line 25)   | 2  | 1,463,813. |
| 3  | Revenue less expenses. Subtract line 2 from line 1   | 3  | 833,048.   |
| 4  | Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))                      | 4  | 2,569,643. |
| 5  | Net unrealized gains (losses) on investments   | 5  |            |
| 6  | Donated services and use of facilities   | 6  |            |
| 7  | Investment expenses  | 7  |            |
| 8  | Prior period adjustments   | 8  |            |
| 9  | Other changes in net assets or fund balances (explain on Schedule O)   | 9  | 61,892.    |
| 10 | Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B)) | 10 | 3,464,583. |

**Part XII Financial Statements and Reporting**

Check if Schedule O contains a response or note to any line in this Part XII

- 1 Accounting method used to prepare the Form 990:  Cash  Accrual  Other  
If the organization changed its method of accounting from a prior year or checked "Other," explain on Schedule O.
- 2a Were the organization's financial statements compiled or reviewed by an independent accountant?  
If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both:  
 Separate basis  Consolidated basis  Both consolidated and separate basis
- b Were the organization's financial statements audited by an independent accountant?  
If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both:  
 Separate basis  Consolidated basis  Both consolidated and separate basis
- c If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant?  
If the organization changed either its oversight process or selection process during the tax year, explain on Schedule O.
- 3a As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?
- b If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why on Schedule O and describe any steps taken to undergo such audits

|    | Yes | No |
|----|-----|----|
| 2a |     | X  |
| 2b | X   |    |
| 2c | X   |    |
| 3a |     | X  |
| 3b |     |    |



**Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)**

(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

**Section A. Public Support**

| Calendar year (or fiscal year beginning in) ▶  | (a) 2017 | (b) 2018 | (c) 2019 | (d) 2020 | (e) 2021 | (f) Total |
|--|----------|----------|----------|----------|----------|-----------|
| <b>1</b> Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.") .....  | 1784713. | 1681927. | 1685891. | 2038590. | 2283708. | 9474829.  |
| <b>2</b> Tax revenues levied for the organization's benefit and either paid to or expended on its behalf .....   |          |          |          |          |          |           |
| <b>3</b> The value of services or facilities furnished by a governmental unit to the organization without charge .....   |          |          |          |          |          |           |
| <b>4 Total.</b> Add lines 1 through 3 .....  | 1784713. | 1681927. | 1685891. | 2038590. | 2283708. | 9474829.  |
| <b>5</b> The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f) ..... |          |          |          |          |          |           |
| <b>6 Public support.</b> Subtract line 5 from line 4.  |          |          |          |          |          | 9474829.  |

**Section B. Total Support**

| Calendar year (or fiscal year beginning in) ▶   | (a) 2017 | (b) 2018 | (c) 2019 | (d) 2020 | (e) 2021 | (f) Total                |
|---|----------|----------|----------|----------|----------|--------------------------|
| <b>7</b> Amounts from line 4 .....  | 1784713. | 1681927. | 1685891. | 2038590. | 2283708. | 9474829.                 |
| <b>8</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources .....  | 32,700.  | 1,090.   | 597.     | 512.     | 322.     | 35,221.                  |
| <b>9</b> Net income from unrelated business activities, whether or not the business is regularly carried on .....   |          |          |          |          |          |                          |
| <b>10</b> Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.) .....   | 1,090.   | 1,886.   | 2,023.   | 28,730.  | 12,752.  | 46,481.                  |
| <b>11 Total support.</b> Add lines 7 through 10   |          |          |          |          |          | 9556531.                 |
| <b>12</b> Gross receipts from related activities, etc. (see instructions) .....   |          |          |          |          | 12       |                          |
| <b>13 First 5 years.</b> If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and <b>stop here</b> ..... |          |          |          |          |          | <input type="checkbox"/> |

**Section C. Computation of Public Support Percentage**

|   |           |                                     |
|---|-----------|-------------------------------------|
| <b>14</b> Public support percentage for 2021 (line 6, column (f), divided by line 11, column (f)) .....   | <b>14</b> | 99.15 %                             |
| <b>15</b> Public support percentage from 2020 Schedule A, Part II, line 14 .....  | <b>15</b> | 98.74 %                             |
| <b>16a 33 1/3% support test - 2021.</b> If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and <b>stop here.</b> The organization qualifies as a publicly supported organization .....  |           | <input checked="" type="checkbox"/> |
| <b>b 33 1/3% support test - 2020.</b> If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and <b>stop here.</b> The organization qualifies as a publicly supported organization .....   |           | <input type="checkbox"/>            |
| <b>17a 10% -facts-and-circumstances test - 2021.</b> If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and <b>stop here.</b> Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization .....    |           | <input type="checkbox"/>            |
| <b>b 10% -facts-and-circumstances test - 2020.</b> If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and <b>stop here.</b> Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization ..... |           | <input type="checkbox"/>            |
| <b>18 Private foundation.</b> If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions .....  |           | <input type="checkbox"/>            |



Part III Support Schedule for Organizations Described in Section 509(a)(2)

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

Table with 7 columns: (a) 2017, (b) 2018, (c) 2019, (d) 2020, (e) 2021, (f) Total. Rows include: 1 Gifts, grants, contributions, and membership fees received; 2 Gross receipts from admissions; 3 Gross receipts from activities that are not an unrelated trade or business; 4 Tax revenues levied for the organization's benefit; 5 The value of services or facilities furnished by a governmental unit; 6 Total; 7a Amounts included on lines 1, 2, and 3 received from disqualified persons; 7b Amounts included on lines 2 and 3 received from other than disqualified persons; 8 Public support.

Section B. Total Support

Table with 7 columns: (a) 2017, (b) 2018, (c) 2019, (d) 2020, (e) 2021, (f) Total. Rows include: 9 Amounts from line 6; 10a Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources; 10b Unrelated business taxable income; 10c Add lines 10a and 10b; 11 Net income from unrelated business activities not included on line 10b; 12 Other income; 13 Total support.

14 First 5 years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here

Section C. Computation of Public Support Percentage

Table with 2 columns: Description, Percentage. Row 15: Public support percentage for 2021 (line 8, column (f), divided by line 13, column (f)) 15 %; Row 16: Public support percentage from 2020 Schedule A, Part III, line 15 16 %

Section D. Computation of Investment Income Percentage

Table with 2 columns: Description, Percentage. Row 17: Investment income percentage for 2021 (line 10c, column (f), divided by line 13, column (f)) 17 %; Row 18: Investment income percentage from 2020 Schedule A, Part III, line 17 18 %

19a 33 1/3% support tests - 2021. If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and stop here. The organization qualifies as a publicly supported organization

b 33 1/3% support tests - 2020. If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and stop here. The organization qualifies as a publicly supported organization

20 Private foundation. If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions

**Part IV Supporting Organizations**

(Complete only if you checked a box in line 12 on Part I. If you checked box 12a, Part I, complete Sections A and B. If you checked box 12b, Part I, complete Sections A and C. If you checked box 12c, Part I, complete Sections A, D, and E. If you checked box 12d, Part I, complete Sections A and D, and complete Part V.)

**Section A. All Supporting Organizations**

|  | Yes | No |
|--|-----|----|
| <b>1</b> Are all of the organization's supported organizations listed by name in the organization's governing documents? <i>If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.</i>  |     |    |
| <b>2</b> Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? <i>If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).</i>   |     |    |
| <b>3a</b> Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? <i>If "Yes," answer lines 3b and 3c below.</i>   |     |    |
| <b>b</b> Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? <i>If "Yes," describe in Part VI when and how the organization made the determination.</i>   |     |    |
| <b>c</b> Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? <i>If "Yes," explain in Part VI what controls the organization put in place to ensure such use.</i>  |     |    |
| <b>4a</b> Was any supported organization not organized in the United States ("foreign supported organization")? <i>If "Yes," and if you checked box 12a or 12b in Part I, answer lines 4b and 4c below.</i>  |     |    |
| <b>b</b> Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? <i>If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.</i>  |     |    |
| <b>c</b> Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? <i>If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.</i>   |     |    |
| <b>5a</b> Did the organization add, substitute, or remove any supported organizations during the tax year? <i>If "Yes," answer lines 5b and 5c below (if applicable). Also, provide detail in Part VI, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).</i> |     |    |
| <b>b Type I or Type II only.</b> Was any added or substituted supported organization part of a class already designated in the organization's organizing document?   |     |    |
| <b>c Substitutions only.</b> Was the substitution the result of an event beyond the organization's control?  |     |    |
| <b>6</b> Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? <i>If "Yes," provide detail in Part VI.</i>  |     |    |
| <b>7</b> Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (as defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? <i>If "Yes," complete Part I of Schedule L (Form 990).</i>  |     |    |
| <b>8</b> Did the organization make a loan to a disqualified person (as defined in section 4958) not described on line 7? <i>If "Yes," complete Part I of Schedule L (Form 990).</i>  |     |    |
| <b>9a</b> Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons, as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? <i>If "Yes," provide detail in Part VI.</i>   |     |    |
| <b>b</b> Did one or more disqualified persons (as defined on line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? <i>If "Yes," provide detail in Part VI.</i>  |     |    |
| <b>c</b> Did a disqualified person (as defined on line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? <i>If "Yes," provide detail in Part VI.</i>   |     |    |
| <b>10a</b> Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? <i>If "Yes," answer line 10b below.</i>  |     |    |
| <b>b</b> Did the organization have any excess business holdings in the tax year? <i>(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)</i>   |     |    |

**Part IV Supporting Organizations** (continued)

|  | Yes | No |
|--|-----|----|
| <b>11</b> Has the organization accepted a gift or contribution from any of the following persons?  |     |    |
| <b>a</b> A person who directly or indirectly controls, either alone or together with persons described on lines 11b and 11c below, the governing body of a supported organization? |     |    |
| <b>b</b> A family member of a person described on line 11a above?  |     |    |
| <b>c</b> A 35% controlled entity of a person described on line 11a or 11b above? <i>If "Yes" to line 11a, 11b, or 11c, provide detail in Part VI.</i>                              |     |    |
| <b>11a</b>   |     |    |
| <b>11b</b>   |     |    |
| <b>11c</b>   |     |    |

**Section B. Type I Supporting Organizations**

|   | Yes | No |
|---|-----|----|
| <b>1</b> Did the governing body, members of the governing body, officers acting in their official capacity, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's officers, directors, or trustees at all times during the tax year? <i>If "No," describe in Part VI how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove officers, directors, or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.</i> |     |    |
| <b>2</b> Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? <i>If "Yes," explain in Part VI how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization.</i>   |     |    |
| <b>1</b>  |     |    |
| <b>2</b>  |     |    |

**Section C. Type II Supporting Organizations**

|  | Yes | No |
|--|-----|----|
| <b>1</b> Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? <i>If "No," describe in Part VI how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).</i> |     |    |
| <b>1</b>   |     |    |

**Section D. All Type III Supporting Organizations**

|   | Yes | No |
|---|-----|----|
| <b>1</b> Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided? |     |    |
| <b>2</b> Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? <i>If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).</i>   |     |    |
| <b>3</b> By reason of the relationship described on line 2, above, did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? <i>If "Yes," describe in Part VI the role the organization's supported organizations played in this regard.</i>  |     |    |
| <b>1</b>  |     |    |
| <b>2</b>  |     |    |
| <b>3</b>  |     |    |

**Section E. Type III Functionally Integrated Supporting Organizations**

|   |     |    |
|---|-----|----|
| <b>1</b> Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions).  |     |    |
| <b>a</b> <input type="checkbox"/> The organization satisfied the Activities Test. Complete line 2 below.  |     |    |
| <b>b</b> <input type="checkbox"/> The organization is the parent of each of its supported organizations. Complete line 3 below.   |     |    |
| <b>c</b> <input type="checkbox"/> The organization supported a governmental entity. Describe in Part VI how you supported a governmental entity (see instructions).   |     |    |
| <b>2</b> Activities Test. Answer lines 2a and 2b below.   |     |    |
| <b>a</b> Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? <i>If "Yes," then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.</i> | Yes | No |
| <b>b</b> Did the activities described on line 2a, above, constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? <i>If "Yes," explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.</i>  |     |    |
| <b>3</b> Parent of Supported Organizations. Answer lines 3a and 3b below.   |     |    |
| <b>a</b> Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? <i>If "Yes" or "No" provide details in Part VI.</i>   |     |    |
| <b>b</b> Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? <i>If "Yes," describe in Part VI the role played by the organization in this regard.</i>   |     |    |
| <b>2a</b>   |     |    |
| <b>2b</b>   |     |    |
| <b>3a</b>   |     |    |
| <b>3b</b>   |     |    |

**Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations**

1  Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 ( explain in Part VI). See instructions.  
 All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

| Section A - Adjusted Net Income |  | (A) Prior Year | (B) Current Year (optional) |
|---------------------------------|--|----------------|-----------------------------|
| 1                               | Net short-term capital gain  | 1              |                             |
| 2                               | Recoveries of prior-year distributions   | 2              |                             |
| 3                               | Other gross income (see instructions)  | 3              |                             |
| 4                               | Add lines 1 through 3.   | 4              |                             |
| 5                               | Depreciation and depletion   | 5              |                             |
| 6                               | Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions) | 6              |                             |
| 7                               | Other expenses (see instructions)  | 7              |                             |
| 8                               | <b>Adjusted Net Income</b> (subtract lines 5, 6, and 7 from line 4)  | 8              |                             |

| Section B - Minimum Asset Amount |   | (A) Prior Year | (B) Current Year (optional) |
|----------------------------------|---|----------------|-----------------------------|
| 1                                | Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year): |                |                             |
| a                                | Average monthly value of securities   | 1a             |                             |
| b                                | Average monthly cash balances   | 1b             |                             |
| c                                | Fair market value of other non-exempt-use assets  | 1c             |                             |
| d                                | <b>Total</b> (add lines 1a, 1b, and 1c)   | 1d             |                             |
| e                                | <b>Discount</b> claimed for blockage or other factors (explain in detail in Part VI):   |                |                             |
| 2                                | Acquisition indebtedness applicable to non-exempt-use assets  | 2              |                             |
| 3                                | Subtract line 2 from line 1d.   | 3              |                             |
| 4                                | Cash deemed held for exempt use. Enter 0.015 of line 3 (for greater amount, see instructions).                                  | 4              |                             |
| 5                                | Net value of non-exempt-use assets (subtract line 4 from line 3)  | 5              |                             |
| 6                                | Multiply line 5 by 0.035.   | 6              |                             |
| 7                                | Recoveries of prior-year distributions  | 7              |                             |
| 8                                | <b>Minimum Asset Amount</b> (add line 7 to line 6)  | 8              |                             |

| Section C - Distributable Amount |   |   | Current Year |
|----------------------------------|---|---|--------------|
| 1                                | Adjusted net income for prior year (from Section A, line 8, column A)   | 1 |              |
| 2                                | Enter 0.85 of line 1.   | 2 |              |
| 3                                | Minimum asset amount for prior year (from Section B, line 8, column A)  | 3 |              |
| 4                                | Enter greater of line 2 or line 3.  | 4 |              |
| 5                                | Income tax imposed in prior year  | 5 |              |
| 6                                | <b>Distributable Amount.</b> Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions).   | 6 |              |
| 7                                | <input type="checkbox"/> Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions). |   |              |

**Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations** (continued)

| Section D - Distributions |  | Current Year |
|---------------------------|--|--------------|
| 1                         | Amounts paid to supported organizations to accomplish exempt purposes  | 1            |
| 2                         | Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity      | 2            |
| 3                         | Administrative expenses paid to accomplish exempt purposes of supported organizations  | 3            |
| 4                         | Amounts paid to acquire exempt-use assets  | 4            |
| 5                         | Qualified set-aside amounts (prior IRS approval required - provide details in Part VI)   | 5            |
| 6                         | Other distributions (describe in Part VI). See instructions.   | 6            |
| 7                         | <b>Total annual distributions.</b> Add lines 1 through 6.  | 7            |
| 8                         | Distributions to attentive supported organizations to which the organization is responsive (provide details in Part VI). See instructions. | 8            |
| 9                         | Distributable amount for 2021 from Section C, line 6   | 9            |
| 10                        | Line 8 amount divided by line 9 amount   | 10           |

| Section E - Distribution Allocations (see instructions) | (i)<br>Excess Distributions   | (ii)<br>Underdistributions<br>Pre-2021 | (iii)<br>Distributable<br>Amount for 2021 |
|---|---|--|---|
| 1   | Distributable amount for 2021 from Section C, line 6  |  |   |
| 2   | Underdistributions, if any, for years prior to 2021 (reasonable cause required - explain in Part VI). See instructions.   |  |   |
| 3   | Excess distributions carryover, if any, to 2021   |  |   |
| a   | From 2016   |  |   |
| b   | From 2017   |  |   |
| c   | From 2018   |  |   |
| d   | From 2019   |  |   |
| e   | From 2020   |  |   |
| f   | <b>Total</b> of lines 3a through 3e   |  |   |
| g   | Applied to underdistributions of prior years  |  |   |
| h   | Applied to 2021 distributable amount  |  |   |
| i   | Carryover from 2016 not applied (see instructions)  |  |   |
| j   | Remainder. Subtract lines 3g, 3h, and 3i from line 3f.  |  |   |
| 4   | Distributions for 2021 from Section D, line 7: \$   |  |   |
| a   | Applied to underdistributions of prior years  |  |   |
| b   | Applied to 2021 distributable amount  |  |   |
| c   | Remainder. Subtract lines 4a and 4b from line 4.  |  |   |
| 5   | Remaining underdistributions for years prior to 2021, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, explain in Part VI. See instructions. |  |   |
| 6   | Remaining underdistributions for 2021. Subtract lines 3h and 4b from line 1. For result greater than zero, explain in Part VI. See instructions.                        |  |   |
| 7   | <b>Excess distributions carryover to 2022.</b> Add lines 3j and 4c.   |  |   |
| 8   | Breakdown of line 7:  |  |   |
| a   | Excess from 2017  |  |   |
| b   | Excess from 2018  |  |   |
| c   | Excess from 2019  |  |   |
| d   | Excess from 2020  |  |   |
| e   | Excess from 2021  |  |   |

**Part VI**

**Supplemental Information.** Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a, and 3b; Part V, line 1; Part V, Section B, line 1e; Part V, Section D, lines 5, 6, and 8; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information. (See instructions.)

Lined area for supplemental information with a large diagonal watermark reading 'CLIENT COPY'.



**Schedule B**  
**(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Schedule of Contributors**

▶ Attach to Form 990 or Form 990-PF.  
▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.

OMB No. 1545-0047

**2021**

Name of the organization

MONADNOCK UNITED WAY, INC.

Employer identification number

\*\*-\*\*\*6885

Organization type (check one):

**Filers of:**

**Section:**

Form 990 or 990-EZ

501(c)( 3 ) (enter number) organization

4947(a)(1) nonexempt charitable trust **not** treated as a private foundation

527 political organization

Form 990-PF

501(c)(3) exempt private foundation

4947(a)(1) nonexempt charitable trust treated as a private foundation

501(c)(3) taxable private foundation

Check if your organization is covered by the **General Rule** or a **Special Rule**.

**Note:** Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule. See instructions.

**General Rule**

For an organization filing Form 990, 990-EZ, or 990-PF that received, during the year, contributions totaling \$5,000 or more (in money or property) from any one contributor. Complete Parts I and II. See instructions for determining a contributor's total contributions.

**Special Rules**

For an organization described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33 1/3% support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi), that checked Schedule A (Form 990), Part II, line 13, 16a, or 16b, and that received from any one contributor, during the year, total contributions of the greater of **(1)** \$5,000; or **(2)** 2% of the amount on (i) Form 990, Part VIII, line 1h; or (ii) Form 990-EZ, line 1. Complete Parts I and II.

For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than \$1,000 exclusively for religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals. Complete Parts I (entering "N/A" in column (b) instead of the contributor name and address), II, and III.

For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions *exclusively* for religious, charitable, etc., purposes, but no such contributions totaled more than \$1,000. If this box is checked, enter here the total contributions that were received during the year for an *exclusively* religious, charitable, etc., purpose. Don't complete any of the parts unless the **General Rule** applies to this organization because it received *nonexclusively* religious, charitable, etc., contributions totaling \$5,000 or more during the year ..... ▶ \$ \_\_\_\_\_

**Caution:** An organization that isn't covered by the General Rule and/or the Special Rules doesn't file Schedule B (Form 990), but it **must** answer "No" on Part IV, line 2, of its Form 990; or check the box on line H of its Form 990-EZ or on its Form 990-PF, Part I, line 2, to certify that it doesn't meet the filing requirements of Schedule B (Form 990).

LHA For Paperwork Reduction Act Notice, see the instructions for Form 990, 990-EZ, or 990-PF.

Schedule B (Form 990) (2021)

|   |  |
|---|--|
| Name of organization<br><br><b>MONADNOCK UNITED WAY, INC.</b> | Employer identification number<br><br><b>** - *** 6885</b> |
|---|--|

**Part I Contributors** (see instructions). Use duplicate copies of Part I if additional space is needed.

| (a)<br>No. | (b)<br>Name, address, and ZIP + 4                                       | (c)<br>Total contributions | (d)<br>Type of contribution   |
|------------|---|----------------------------|---|
| 1          | C & S WHOLSALE GROCERS<br><br>7 CORPORATE DRIVE<br><br>KEENE, NH 03431  | \$ 74,944.                 | Person <input checked="" type="checkbox"/><br>Payroll <input type="checkbox"/><br>Noncash <input type="checkbox"/><br>(Complete Part II for noncash contributions.) |
| 2          | JOHN AND JEAN HOFFMAN<br><br>279 BOWLDER ROAD<br><br>SULLIVAN, NH 03445 | \$ 51,000.                 | Person <input checked="" type="checkbox"/><br>Payroll <input type="checkbox"/><br>Noncash <input type="checkbox"/><br>(Complete Part II for noncash contributions.) |
|            |   | \$                         | Person <input type="checkbox"/><br>Payroll <input type="checkbox"/><br>Noncash <input type="checkbox"/><br>(Complete Part II for noncash contributions.)            |
|            |   | \$                         | Person <input type="checkbox"/><br>Payroll <input type="checkbox"/><br>Noncash <input type="checkbox"/><br>(Complete Part II for noncash contributions.)            |
|            |   | \$                         | Person <input type="checkbox"/><br>Payroll <input type="checkbox"/><br>Noncash <input type="checkbox"/><br>(Complete Part II for noncash contributions.)            |
|            |   | \$                         | Person <input type="checkbox"/><br>Payroll <input type="checkbox"/><br>Noncash <input type="checkbox"/><br>(Complete Part II for noncash contributions.)            |

|   |  |
|---|--|
| Name of organization<br><br><b>MONADNOCK UNITED WAY, INC.</b> | Employer identification number<br><br><b>** - *** 6885</b> |
|---|--|

**Part II Noncash Property** (see instructions). Use duplicate copies of Part II if additional space is needed.

| (a)<br>No.<br>from<br>Part I | (b)<br>Description of noncash property given | (c)<br>FMV (or estimate)<br>(See instructions.) | (d)<br>Date received |
|------------------------------|--|---|----------------------|
|                              |  | \$ _____  |                      |
|                              |  | \$ _____  |                      |
|                              |  | \$ _____  |                      |
|                              |  | \$ _____  |                      |
|                              |  | \$ _____  |                      |
|                              |  | \$ _____  |                      |
|                              |  | \$ _____  |                      |

|   |  |
|---|--|
| Name of organization<br><br><b>MONADNOCK UNITED WAY, INC.</b> | Employer identification number<br><br><b>** - *** 6885</b> |
|---|--|

**Part III** Exclusively religious, charitable, etc., contributions to organizations described in section 501(c)(7), (8), or (10) that total more than \$1,000 for the year from any one contributor. Complete columns (a) through (e) and the following line entry. For organizations completing Part III, enter the total of exclusively religious, charitable, etc., contributions of **\$1,000 or less** for the year. (Enter this info. once.) ▶ \$ \_\_\_\_\_  
Use duplicate copies of Part III if additional space is needed.

| (a) No. from Part I                     | (b) Purpose of gift | (c) Use of gift                          | (d) Description of how gift is held |
|---|---------------------|--|-------------------------------------|
|   |                     |  |                                     |
| <b>(e) Transfer of gift</b>             |                     |  |                                     |
| Transferee's name, address, and ZIP + 4 |                     | Relationship of transferor to transferee |                                     |
|   |                     |  |                                     |
| (a) No. from Part I                     | (b) Purpose of gift | (c) Use of gift                          | (d) Description of how gift is held |
|   |                     |  |                                     |
| <b>(e) Transfer of gift</b>             |                     |  |                                     |
| Transferee's name, address, and ZIP + 4 |                     | Relationship of transferor to transferee |                                     |
|   |                     |  |                                     |
| (a) No. from Part I                     | (b) Purpose of gift | (c) Use of gift                          | (d) Description of how gift is held |
|   |                     |  |                                     |
| <b>(e) Transfer of gift</b>             |                     |  |                                     |
| Transferee's name, address, and ZIP + 4 |                     | Relationship of transferor to transferee |                                     |
|   |                     |  |                                     |
| (a) No. from Part I                     | (b) Purpose of gift | (c) Use of gift                          | (d) Description of how gift is held |
|   |                     |  |                                     |
| <b>(e) Transfer of gift</b>             |                     |  |                                     |
| Transferee's name, address, and ZIP + 4 |                     | Relationship of transferor to transferee |                                     |
|   |                     |  |                                     |

SCHEDULE D (Form 990)

Department of the Treasury Internal Revenue Service

Supplemental Financial Statements

Complete if the organization answered "Yes" on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b. Attach to Form 990.

Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2021

Open to Public Inspection

Name of the organization MONADNOCK UNITED WAY, INC. Employer identification number \*\* - \*\*\* 6885

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts. Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

Table with 2 columns: (a) Donor advised funds, (b) Funds and other accounts. Rows include: 1 Total number at end of year, 2 Aggregate value of contributions to (during year), 3 Aggregate value of grants from (during year), 4 Aggregate value at end of year, 5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control?, 6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit?

Part II Conservation Easements. Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

Table with 2 columns: Held at the End of the Tax Year. Rows include: 1 Purpose(s) of conservation easements held by the organization (check all that apply), 2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year, 3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year, 4 Number of states where property subject to conservation easement is located, 5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds?, 6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year, 7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year, 8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)?, 9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets. Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

Table with 2 columns: Revenue, Assets. Rows include: 1a If the organization elected, as permitted under FASB ASC 958, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide in Part XIII the text of the footnote to its financial statements that describes these items. 1b If the organization elected, as permitted under FASB ASC 958, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items: (i) Revenue included on Form 990, Part VIII, line 1, (ii) Assets included in Form 990, Part X. 2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under FASB ASC 958 relating to these items: a Revenue included on Form 990, Part VIII, line 1, b Assets included in Form 990, Part X.

**Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets** (continued)

- 3 Using the organization's acquisition, accession, and other records, check any of the following that make significant use of its collection items (check all that apply):
- a  Public exhibition
  - b  Scholarly research
  - c  Preservation for future generations
  - d  Loan or exchange program
  - e  Other \_\_\_\_\_
- 4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.
- 5 During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection?  Yes  No

**Part IV Escrow and Custodial Arrangements.** Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

- 1a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X?  Yes  No
- b If "Yes," explain the arrangement in Part XIII and complete the following table:
- |                                 | Amount |
|---------------------------------|--------|
| c Beginning balance             | 1c     |
| d Additions during the year     | 1d     |
| e Distributions during the year | 1e     |
| f Ending balance                | 1f     |
- 2a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability?  Yes  No
- b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided on Part XIII

**Part V Endowment Funds.** Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

|  | (a) Current year | (b) Prior year | (c) Two years back | (d) Three years back | (e) Four years back |
|--|------------------|----------------|--------------------|----------------------|---------------------|
| 1a Beginning of year balance                     |                  |                |                    |                      |                     |
| b Contributions                                  |                  |                |                    |                      |                     |
| c Net investment earnings, gains, and losses     |                  |                |                    |                      |                     |
| d Grants or scholarships                         |                  |                |                    |                      |                     |
| e Other expenditures for facilities and programs |                  |                |                    |                      |                     |
| f Administrative expenses                        |                  |                |                    |                      |                     |
| g End of year balance                            |                  |                |                    |                      |                     |

- 2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:
- a Board designated or quasi-endowment  \_\_\_\_\_ %
  - b Permanent endowment  \_\_\_\_\_ %
  - c Term endowment  \_\_\_\_\_ %
- The percentages on lines 2a, 2b, and 2c should equal 100%.
- 3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by:
- |   | Yes    | No |
|---|--------|----|
| (i) Unrelated organizations   | 3a(i)  |    |
| (ii) Related organizations  | 3a(ii) |    |
| b If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R? <input type="checkbox"/> | 3b     |    |
- 4 Describe in Part XIII the intended uses of the organization's endowment funds.

**Part VI Land, Buildings, and Equipment.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

| Description of property  | (a) Cost or other basis (investment) | (b) Cost or other basis (other) | (c) Accumulated depreciation | (d) Book value |
|--|--------------------------------------|---------------------------------|------------------------------|----------------|
| 1a Land  |                                      | 4,430.                          |                              | 4,430.         |
| b Buildings  |                                      | 107,697.                        | 97,114.                      | 10,583.        |
| c Leasehold improvements   |                                      |                                 |                              |                |
| d Equipment  |                                      | 92,338.                         | 78,021.                      | 14,317.        |
| e Other  |                                      | 7,330.                          | 7,330.                       | 0.             |
| <b>Total.</b> Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.) |                                      |                                 |                              | <b>29,330.</b> |



**Part VII Investments - Other Securities.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

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

**Part VIII Investments - Program Related.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

| (a) Description of investment   | (b) Book value | (c) Method of valuation: Cost or end-of-year market value |
|---|----------------|---|
| (1)   |                |   |
| (2)   |                |   |
| (3)   |                |   |
| (4)   |                |   |
| (5)   |                |   |
| (6)   |                |   |
| (7)   |                |   |
| (8)   |                |   |
| (9)   |                |   |
| <b>Total.</b> (Col. (b) must equal Form 990, Part X, col. (B) line 13.) ▶ |                |   |

**Part IX Other Assets.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

| (a) Description   | (b) Book value |
|---|----------------|
| (1) BENEFICIAL INTEREST IN FOUNDATION ASSETS                                | 358,307.       |
| (2)   |                |
| (3)   |                |
| (4)   |                |
| (5)   |                |
| (6)   |                |
| (7)   |                |
| (8)   |                |
| (9)   |                |
| <b>Total.</b> (Column (b) must equal Form 990, Part X, col. (B) line 15.) ▶ | 358,307.       |

**Part X Other Liabilities.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

| 1. (a) Description of liability   | (b) Book value |
|---|----------------|
| (1) Federal income taxes  |                |
| (2)   |                |
| (3)   |                |
| (4)   |                |
| (5)   |                |
| (6)   |                |
| (7)   |                |
| (8)   |                |
| (9)   |                |
| <b>Total.</b> (Column (b) must equal Form 990, Part X, col. (B) line 25.) ▶ |                |

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FASB ASC 740. Check here if the text of the footnote has been provided in Part XIII ...

**Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

|   |   |    |         |            |
|---|---|----|---------|------------|
| 1 | Total revenue, gains, and other support per audited financial statements        |    | 1       | 2,384,776. |
| 2 | Amounts included on line 1 but not on Form 990, Part VIII, line 12:             |    |         |            |
| a | Net unrealized gains (losses) on investments                                    | 2a |         |            |
| b | Donated services and use of facilities  | 2b | 26,023. |            |
| c | Recoveries of prior year grants   | 2c |         |            |
| d | Other (Describe in Part XIII.)  | 2d | 61,892. |            |
| e | Add lines 2a through 2d   | 2e |         | 87,915.    |
| 3 | Subtract line 2e from line 1  | 3  |         | 2,296,861. |
| 4 | Amounts included on Form 990, Part VIII, line 12, but not on line 1:            |    |         |            |
| a | Investment expenses not included on Form 990, Part VIII, line 7b                | 4a |         |            |
| b | Other (Describe in Part XIII.)  | 4b |         |            |
| c | Add lines 4a and 4b   | 4c |         | 0.         |
| 5 | Total revenue. Add lines 3 and 4c. (This must equal Form 990, Part I, line 12.) | 5  |         | 2,296,861. |

**Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

|   |  |    |         |            |
|---|--|----|---------|------------|
| 1 | Total expenses and losses per audited financial statements                       |    | 1       | 1,489,836. |
| 2 | Amounts included on line 1 but not on Form 990, Part IX, line 25:                |    |         |            |
| a | Donated services and use of facilities   | 2a | 26,023. |            |
| b | Prior year adjustments   | 2b |         |            |
| c | Other losses   | 2c |         |            |
| d | Other (Describe in Part XIII.)   | 2d |         |            |
| e | Add lines 2a through 2d  | 2e |         | 26,023.    |
| 3 | Subtract line 2e from line 1   | 3  |         | 1,463,813. |
| 4 | Amounts included on Form 990, Part IX, line 25, but not on line 1:               |    |         |            |
| a | Investment expenses not included on Form 990, Part VIII, line 7b                 | 4a |         |            |
| b | Other (Describe in Part XIII.)   | 4b |         |            |
| c | Add lines 4a and 4b  | 4c |         | 0.         |
| 5 | Total expenses. Add lines 3 and 4c. (This must equal Form 990, Part I, line 18.) | 5  |         | 1,463,813. |

**Part XIII Supplemental Information.**

Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

**PART X, LINE 2:**

THE AGENCY QUALIFIES AS EXEMPT FROM INCOME TAX UNDER SECTION 501(C)(3) OF THE INTERNAL REVENUE CODE. THE AGENCY HAS EVALUATED ITS SIGNIFICANT TAX POSITIONS, INCLUDING THEIR TAX EXEMPT STATUS, AND DETERMINED THAT THEY DO NOT NEED TO RECOGNIZE A LIABILITY FOR ANY UNCERTAIN TAX POSITIONS FOR INTEREST, PENALTIES OR POTENTIAL TAXES. ACCORDINGLY, NO PROVISION FOR INCOME TAXES IS REQUIRED. THE AGENCY'S ANNUAL RETURN FILING (FORM 990) AND STATE FILING (FORM NHCT-12) REMAIN SUBJECT TO EXAMINATION BY MAJOR TAX JURISDICTIONS FOR THE STANDARD THREE-YEAR STATUTE OF LIMITATIONS.

**PART XI, LINE 2D - OTHER ADJUSTMENTS:**

CHANGE IN FMV OF BENEFICIAL INTEREST 61,892.



**SCHEDULE I  
(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Grants and Other Assistance to Organizations,  
Governments, and Individuals in the United States**  
Complete if the organization answered "Yes" on Form 990, Part IV, line 21 or 22.

▶ Attach to Form 990.

▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.

OMB No. 1545-0047

**2021**

**Open to Public  
Inspection**

Name of the organization **MONADNOCK UNITED WAY, INC.** Employer identification number **\*\* - \*\*\* 6885**

**Part I General Information on Grants and Assistance**

- 1 Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance?  Yes  No
- 2 Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States.

**Part II Grants and Other Assistance to Domestic Organizations and Domestic Governments.** Complete if the organization answered "Yes" on Form 990, Part IV, line 21, for any recipient that received more than \$5,000. Part II can be duplicated if additional space is needed.

| 1 (a) Name and address of organization or government  | (b) EIN              | (c) IRC section (if applicable) | (d) Amount of cash grant | (e) Amount of noncash assistance | (f) Method of valuation (book, FMV, appraisal, other) | (g) Description of noncash assistance | (h) Purpose of grant or assistance |
|---|----------------------|---------------------------------|--------------------------|----------------------------------|---|---------------------------------------|------------------------------------|
| A.C.C.E.S.S. (ALL CHILDREN CARED FOR EDUCATED SUPPORTED & SUCCESSFUL) - 21 DURKEE STREET - WINCHESTER, NH 03470 | ••*: *—** - *5057053 |                                 | 106,875.                 | 0.                               |   |                                       | COMMUNITY BUILDING                 |
| KEENE DAY CARE CENTER<br>86 WOOD STREET<br>KEENE, NH 03431  | ••*: *—** - *5010633 |                                 | 28,500.                  | 0.                               |   |                                       | COMMUNITY BUILDING                 |
| MONADNOCK COMMUNITY EARLY LEARNING CENTER - COMMUNITY LANE - PETERBOROUGH, NH 03458                             | ••*: *—** - *5090453 |                                 | 38,500.                  | 0.                               |   |                                       | COMMUNITY BUILDING                 |
| RISE - FOR BABY & FAMILY<br>147 WASHINGTON STREET<br>KEENE, NH 03431  | ••*: *—** - *5011473 |                                 | 252,080.                 | 0.                               |   |                                       | COMMUNITY BUILDING                 |
| SOUTHERN NEW HAMPSHIRE SERVICES<br>40 PINE STREET<br>MANCHESTER, NH 03103                                       | ••*: *—** - *5082053 |                                 | 14,250.                  | 0.                               |   |                                       | COMMUNITY BUILDING                 |
| SOUTHWESTERN COMMUNITY SERVICES<br>63 COMMUNITY WAY<br>KEENE, NH 03431  | ••*: *—** - *5086033 |                                 | 87,925.                  | 0.                               |   |                                       | COMMUNITY BUILDING                 |

- 2 Enter total number of section 501(c)(3) and government organizations listed in the line 1 table ▶ 13.
- 3 Enter total number of other organizations listed in the line 1 table ▶

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

Schedule I (Form 990) 2021

**Part II** Continuation of Grants and Other Assistance to Domestic Organizations and Domestic Governments (Schedule I (Form 990), Part II.)

| (a) Name and address of organization or government                            | (b) EIN              | (c) IRC section if applicable | (d) Amount of cash grant | (e) Amount of noncash assistance | (f) Method of valuation (book, FMV, appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant or assistance |
|---|----------------------|-------------------------------|--------------------------|----------------------------------|---|--|------------------------------------|
| THE COMMUNITY KITCHEN<br>35-37 MECHANIC STREET<br>KEENE, NH 03431             | ●●*: *—** - *5030453 |                               | 79,125.                  | 0.                               |   |  | COMMUNITY BUILDING                 |
| WALPOLE VILLAGE SCHOOL<br>75 WESTMINSTER STREET<br>WALPOLE, NH 03608          | ●●*: *—** - *5087053 |                               | 6,750.                   | 0.                               |   |  | COMMUNITY BUILDING                 |
| WINCHESTER LEARNING CENTER<br>5 MICHIGAN STREET<br>WINCHESTER, NH 03470       | ●●*: *—** - *5086073 |                               | 74,125.                  | 0.                               |   |  | COMMUNITY BUILDING                 |
| MAYHEW<br>293 WEST SHORE ROAD<br>BRISTOL, NH 03222                            | ●●*: *—** - *5030423 |                               | 10,000.                  | 0.                               |   |  | COMMUNITY BUILDING                 |
| KEENE SENIOR CENTER<br>70 COURT STREET<br>KEENE, NH 03431                     | ●●*: *—** - *5056643 |                               | 15,000.                  | 0.                               |   |  | COMMUNITY BUILDING                 |
| NEW HAMPSHIRE COMMUNITY LOAN FUND<br>7 WALL STREET<br>CONCORD, NH 03301       | ●●*: *—** - *5040053 |                               | 5,500.                   | 0.                               |   |  | COMMUNITY BUILDING                 |
| NEW HAMPSHIRE LEGAL ASSISTANCE<br>117 NORTH STATE STREET<br>CONCORD, NH 03301 | ●●*: *—** - *5010073 |                               | 7,500.                   | 0.                               |   |  | COMMUNITY BUILDING                 |
|   |                      |                               |                          |                                  |   |  |                                    |
|   |                      |                               |                          |                                  |   |  |                                    |

**Part III Grants and Other Assistance to Domestic Individuals.** Complete if the organization answered "Yes" on Form 990, Part IV, line 22.  
Part III can be duplicated if additional space is needed.

| (a) Type of grant or assistance | (b) Number of recipients | (c) Amount of cash grant | (d) Amount of non-cash assistance | (e) Method of valuation (book, FMV, appraisal, other) | (f) Description of noncash assistance |
|---------------------------------|--------------------------|--------------------------|-----------------------------------|---|---------------------------------------|
|                                 |                          |                          |                                   |   |                                       |
|                                 |                          |                          |                                   |   |                                       |
|                                 |                          |                          |                                   |   |                                       |
|                                 |                          |                          |                                   |   |                                       |
|                                 |                          |                          |                                   |   |                                       |
|                                 |                          |                          |                                   |   |                                       |

**Part IV Supplemental Information.** Provide the information required in Part I, line 2; Part III, column (b); and any other additional information.

PART I, LINE 2:

ALLOCATIONS: "IMPACT AND INVESTMENT"

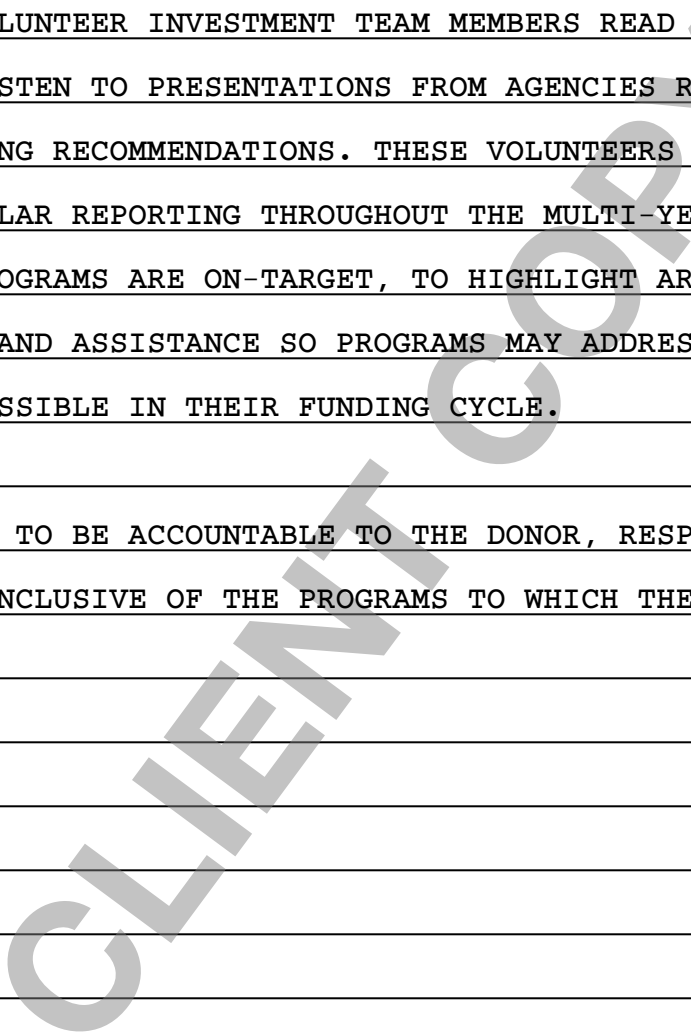
THE MONADNOCK UNITED WAY HAS A UNIQUE INVESTMENT PROCESS, WHICH SUPPORTS AND ENCOURAGES COLLECTIVE AND COLLABORATIVE EFFORTS; FOCUSES ON BOTH PROGRAM-SPECIFIC AND COLLECTIVE ACHIEVEMENT OF OUTCOMES THAT ADDRESS OUR REGION'S UNDERLYING ISSUES FOR CHILDREN, EDUCATION AND FINANCIAL STABILITY; AND ENSURES FISCAL AND GOVERNANCE ACCOUNTABILITY.



**Part IV** Supplemental Information

THE OBJECTIVE OF MUW'S IMPACT AND INVESTMENT COMMITTEE IS TO DEPLOY  
 MONADNOCK UNITED WAY FINANCIAL AND BACKBONE SUPPORT TO MAXIMIZE THE  
 RESOURCES AVAILABLE TO INITIATIVES THAT WORK TOWARD A COMMON AGENDA, SHARED  
 MEASUREMENT, MUTUALLY REINFORCING ACTIVITIES, AND WHO ENGAGE IN CONTINUOUS  
 COMMUNICATION. MUW'S VOLUNTEER INVESTMENT TEAM MEMBERS READ PROPOSALS,  
 CONDUCT SITE VISITS, LISTEN TO PRESENTATIONS FROM AGENCIES REQUESTING  
 FUNDING, AND MAKE FUNDING RECOMMENDATIONS. THESE VOLUNTEERS ALSO ASSIST  
 STAFF IN REVIEWING REGULAR REPORTING THROUGHOUT THE MULTI-YEAR FUNDING  
 CYCLE TO ENSURE THAT PROGRAMS ARE ON-TARGET, TO HIGHLIGHT AREAS OF CONCERN,  
 AND TO PROVIDE SUPPORT AND ASSISTANCE SO PROGRAMS MAY ADDRESS THOSE  
 CONCERNS AS EARLY AS POSSIBLE IN THEIR FUNDING CYCLE.

THIS SYSTEM IS DESIGNED TO BE ACCOUNTABLE TO THE DONOR, RESPONSIVE TO OUR  
 COMMUNITY'S NEEDS AND INCLUSIVE OF THE PROGRAMS TO WHICH THE GIVERS WISH TO  
 CONTRIBUTE.



**SCHEDULE O  
(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Supplemental Information to Form 990 or 990-EZ**

Complete to provide information for responses to specific questions on  
Form 990 or 990-EZ or to provide any additional information.

▶ Attach to Form 990 or Form 990-EZ.

▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.

OMB No. 1545-0047

**2021**

Open to Public  
Inspection

Name of the organization

MONADNOCK UNITED WAY, INC.

Employer identification number

\*\*-\*\*\*6885

FORM 990, PART I, LINE 1, DESCRIPTION OF ORGANIZATION MISSION:

INVESTING IN PROGRAMS AND PEOPLE TO CREATE LONG-LASTING MEASURABLE  
CHANGE.

LINE 6

OUR 130 VOLUNTEERS WORK ON THE ANNUAL CAMPAIGN, ALLOCATIONS, BOARD OF  
DIRECTORS AND COMMITTEES, AND OFFICE SUPPORT AND MAINTENANCE. THE  
TOTAL NUMBER OF HOURS THEY VOLUNTEER IS 2,039 BASED ON ACTUAL AND  
ESTIMATED NUMBERS.

FORM 990, PART III, LINE 4A, PROGRAM SERVICE ACCOMPLISHMENTS:

STATE AVERAGE OF 1 IN 5. AND ENSURING THAT EVERYONE IN OUR COMMUNITY  
RECEIVES AN EDUCATION THAT ENABLES THEM TO ACHIEVE THEIR FULLEST  
POTENTIAL BECAUSE OUR CHILDREN SCORE LOWER THAN THE REST OF THE STATE  
IN ENGLISH AND MATH. THESE PROBLEMS ARE COMPLEX AND NO SINGLE  
ORGANIZATION OR INDIVIDUAL ALONE CAN SOLVE THEM. BY BRINGING ALL  
SEGMENTS OF OUR COMMUNITY TOGETHER, WE CAN CREATE LONG-LASTING CHANGES  
AND ADDRESS THE UNDERLYING CAUSES OF THE PROBLEMS. MUW FUNDS OVER 30  
COLLECTIVES AND INDIVIDUAL PROGRAMS, PROVIDING GUIDANCE AND TECHNICAL  
ASSISTANCE TO HELP FUNDED PROGRAMS ACHIEVE THEIR GOALS. MUW ALSO BRINGS  
SECTORS TOGETHER TO ADDRESS OUR REGION'S NEEDS. THIS INCLUDES THE  
BUSINESS SECTOR, EDUCATION SECTOR, GOVERNMENTAL SECTOR ON A LOCAL,  
REGIONAL AND STATEWIDE BASIS AND ORGANIZATIONS SUCH AS EARLY LEARNING  
NH, PARENT INFO CENTER, CONNECTED FAMILIES NH, HEALTHY MONADNOCK  
ALLIANCE, AND NH FUNDER'S FORUM. MONADNOCK UNITED WAY SERVES AS THE

Name of the organization

MONADNOCK UNITED WAY, INC.

Employer identification number

\*\*-\*\*\*6885

ADMINISTRATOR FOR THE FEDERAL EMERGENCY FOOD AND SHELTER PROGRAM FOR  
CHESHIRE COUNTY.

FORM 990, PART III, LINE 4B, PROGRAM SERVICE ACCOMPLISHMENTS:

CONTINUOUS COMMUNICATION. MUW'S VOLUNTEER INVESTMENT TEAM MEMBERS READ PROPOSALS, CONDUCT SITE VISITS, LISTEN TO PRESENTATIONS FROM AGENCIES REQUESTING FUNDING, AND MAKE FUNDING RECOMMENDATIONS. THESE VOLUNTEERS ALSO ASSIST STAFF IN REVIEWING REGULAR REPORTING THROUGHOUT THE MULTI-YEAR FUNDING CYCLE TO ENSURE THAT PROGRAMS ARE ON-TARGET, TO HIGHLIGHT AREAS OF CONCERN, AND TO PROVIDE SUPPORT AND ASSISTANCE SO PROGRAMS MAY ADDRESS THOSE CONCERNS AS EARLY AS POSSIBLE IN THEIR FUNDING CYCLE.

THIS SYSTEM IS DESIGNED TO BE ACCOUNTABLE TO THE DONOR, RESPONSIVE TO OUR COMMUNITY'S NEEDS AND INCLUSIVE OF THE PROGRAMS TO WHICH THE GIVERS WISH TO CONTRIBUTE.

FORM 990, PART III, LINE 4C, PROGRAM SERVICE ACCOMPLISHMENTS:

LEADS TO MORE STABILITY AND PROSPERITY FOR THE COMMUNITIES WHERE THEY LIVE. IMPACT MONADNOCK'S MASTER PLAN IS BASED ON A COMPREHENSIVE ANALYSIS OF THE CHALLENGES FACING OUR REGION. IT ALIGNS WITH THE NEW HAMPSHIRE STRATEGIC PLAN FOR EARLY CHILDHOOD.

FORM 990, PART III, LINE 4D, OTHER PROGRAM SERVICES:

THE MONADNOCK UNITED WAY COLLABORATES WITH OTHER MONADNOCK REGION AGENCIES ON VARIOUS PROJECTS. SOME OF THESE PROJECTS PROVIDE THAT THE MONADNOCK UNITED WAY WILL ACT AS FISCAL AGENT FOR SUCH COOPERATIVE EFFORTS.

Name of the organization

MONADNOCK UNITED WAY, INC.

Employer identification number

\*\*-\*\*\*6885

EXPENSES \$ 14,711. INCLUDING GRANTS OF \$ 0. REVENUE \$ 0.

FORM 990, PART VI, SECTION B, LINE 11B:

LINE 11A EXPLANATION - THE 990 WAS REVIEWED BY THE FINANCE COMMITTEE WITH THE AUDITING FIRM. THE FINANCE COMMITTEE ACCEPTED THE 990. THE FINAL 990 WAS THEN SENT TO THE BOARD OF DIRECTORS AND REVIEW AND DISCUSSED AT THE NEXT REGULARLY SCHEDULED BOARD MEETING.

FORM 990, PART VI, SECTION B, LINE 12C:

EACH YEAR, AT THE ANNUAL MEETING, ALL MEMBERS OF THE BOARD OF DIRECTORS RECEIVE A COPY OF THE CONFLICT OF INTEREST POLICY AND A FORM FOR THEM TO COMPLETE AND SIGN DISCLOSING ANY POTENTIAL CONFLICTS OF INTEREST OR DECLARE THAT THEY HAVE NONE. OUR GOVERNANCE CHAIR FOLLOWS UP TO MAKE SURE THAT ALL ARE RECEIVED.

FORM 990, PART VI, SECTION B, LINE 15A:

THE BOARD CHAIR AND HUMAN RESOURCE COMMITTEE MEMBERS REVIEW NATIONAL, STATEWIDE AND LOCAL COMPENSATION DATA ANNUALLY TO SET A MINIMUM AND MAXIMUM COMPENSATION RANGE. THE COMMITTEE SETS PERFORMANCE CRITERIA FOR EACH LEVEL, BASED ON THE EXPERIENCE AND KNOWLEDGE OF THE EXECUTIVE.

FORM 990, PART VI, SECTION C, LINE 19:

COPIES OF MONADNOCK UNITED WAY GOVERNING DOCUMENTS, CONFLICT OF INTEREST POLICY AND FINANCIAL STATEMENTS ARE AVAILABLE TO THE PUBLIC. COPIES MAY BE OBTAINED BY REQUESTING THEM IN PERSON AT 23 CENTER STREET, KEENE, NH

FORM 990, PART XI, LINE 9, CHANGES IN NET ASSETS:

CHANGE IN FAIR MARKET VALUE OF BENEFICIAL INTEREST

61,892.