LOANED EMPLOYEE TRAINING MANUAL 2020

Monadnock United Way
23 Center Street
Keene, NH 03431
603-352-4209
muw.org
MONADNOCK UNITED WAY LOANED EMPLOYEE
Meeting and Timeline Commitments

**Required Training and Meetings**
- **Program Orientation and Training**—August 31 through September 2 via Zoom from 8:30 am to 10:00 am—*attendance is mandatory*
- **Virtual Campaign Kickoff**—September 16, 9:00 am to 5:30 pm, plan on checking in throughout the day and sharing MUW posts and videos to your social media.
- **Weekly Report Communications**—Campaign Manager will pull weekly account reports (Tuesday) and email Loaned Employees for updates on current status. At this time Campaign Manager will also provide an update on the Campaign overall as well as any other related information and updates. *Account updates are due from the Loaned Employee no later than the Friday of each week.*

**Other Important Dates**
- **Campaign**—Runs September 16 to December 31. Note that a few Workplace Campaigns may run into January. Time commitment ranges from 4 to 6 hours per week.
- **Day of Sharing**—September 25
- **Giving Tuesday**—December 1
- **Small Change Day**—December tbd
Welcome..............................................................................................................................................6
Monadnock United Way Overview and Background....................................................................................7
WHO’S WHO AT MONADNOCK UNITED WAY .......................................................................................8
2020-2021 MONADNOCK UNITED WAY BOARD OF DIRECTORS .....................................................9
ABOUT MONADNOCK UNITED WAY .....................................................................................................10
   WHY We Invest in Children, Education, Financial Stability .................................................................10
   HOW We Invest .....................................................................................................................................10
MISSION STATEMENT ...............................................................................................................................11
MONADNOCK UNITED WAY HISTORY ..................................................................................................12
CODE OF ETHICS .......................................................................................................................................13
MONADNOCK UNITED WAY FINANCIAL OVERSIGHT AND CONTROL ..................................................14
UNITED WAY WORLDWIDE FACT SHEET ...............................................................................................15
COMMUNITY INVESTMENT PROCESS .................................................................................................16
   Investments .........................................................................................................................................16
   Reporting & Compliance ......................................................................................................................16
FREQUENTLY ASKED QUESTIONS ...........................................................................................................17
   Q. What is MUW’s Vision? ....................................................................................................................17
   Q. What is the state of MUW’s Workplace Campaign? .......................................................................17
   Q. Are there fundraising streams that show growth or promise? ........................................................17
   Q. What are the factors behind the decline in giving? .........................................................................18
   Q. What has MUW achieved since launching the Strategic Plan? .......................................................18
   Q. With less funds being raised, what is MUW going to do? ...............................................................18
   Q. Who will you be investing in? ..........................................................................................................18
   Q. What will happen to the partners not listed above? .......................................................................19
   Q. I designated my donation to a specific program. What will happen to my donation? ...............19
   Q. Why did you choose this particular group? ....................................................................................19
   Q. How do you know that focusing on the stability of families and children is the right thing to do? .................................................................................................................................19
   Q. Will the outcomes that MUW is looking for be short-term or long-term? Will measurements be shared? ..........................................................................................................................19
   Q. Aren’t you straying from your original focus on children, education and financial stability? ..........................................................20
   Q. What is MUW’s value for partners and for donors? .................................................................20
   Q. How will the CI model make it easier for agencies to stay focused on their mission and do their work? ..........................................................................................................................20
   Q. If MUW is applying for grants, aren’t you competing with the programs you serve? ..20
SAMPLE CAMPAIGN AGENDAS ........................................................................................................ 42
WORKPLACE CAMPAIGN THEMES AND ACTIVITIES SAMPLES .................................................. 43
EVENT IDEAS .................................................................................................................................. 43
INCENTIVES FOR GIVING ............................................................................................................... 44
FUNDRAISER IDEAS .......................................................................................................................... 44
VIRTUAL CAMPAIGN EVENT SUGGESTIONS ................................................................................. 45
EMPLOYEE CAMPAIGN CHAIR STEPS TO REPORT CAMPAIGN RESULTS ................................. 46
The Loaned Employee Presentation ................................................................................................. 47
TIPS TO MAKE AN EFFECTIVE PRESENTATION ........................................................................ 48
   Elements of persuasion .................................................................................................................. 48
   Sample Opening Statements for Employee Campaign Meetings .................................................. 48
   Preparation Suggestions ............................................................................................................... 49
   For A Successful LE Presentation Experience ............................................................................. 49
PRESENTATION CONSIDERATIONS AND TECHNIQUES .......................................................... 50
   Your Outline .................................................................................................................................. 50
   Physical Delivery Techniques ...................................................................................................... 50
   Controlling Nervousness ................................................................................................................ 50
   Question and Answer Sessions .................................................................................................... 50
   Keys to Success ............................................................................................................................. 50
LOANED EMPLOYEE PRESENTATION TEMPLATE 2020 ............................................................ 51
REASONS TO GIVE TO THE MONADNOCK UNITED WAY .................................................... 53
MAKE A STRONG IMPRESSION IN Q & A ..................................................................................... 54
Appendix ........................................................................................................................................ 55
   LE PLANNING CHECKLIST .......................................................................................................... 56
   MONADNOCK UNITED WAY SERVICE AREA ........................................................................ 59
   HOW TO HANDLE COMMON OBJECTIONS .............................................................................. 60
   DONOR CHOICE POLICY ............................................................................................................ 62
   THANK YOU LETTER/EMAIL TEMPLATE .................................................................................. 63

MUW Acronyms
Welcome to LE Training and the Monadnock United Way Campaign!

Thank you for joining us! I am excited to have you on board and greatly appreciate the critical support you will provide during this year’s campaign.

As Loaned Employees, you are the hand-raisers and game-changers who help us be Better Together. With your help, local businesses and their employees will help us fight for children, education, and financial stability in every community in our region.

Collectively, we will make a difference and create a stronger, healthier, more vibrant community.

This handbook will provide you with the tools and information you need to motivate donors to follow their hearts and give as generously as they are able.

I look forward to working with you throughout the campaign as you complete your good work.

You can contact me by email kate@muw.org or by phone at MUW 603-352-4209 ext 28.

We are all here to help you as you prepare for and enjoy a truly positive and rewarding campaign experience: lending your strength to strengthen our community. Again, many thanks for joining us!

Sincerely,

Kate Cote
Campaign and Communications Manager
Monadnock United Way
Monadnock United Way
Overview and Background
WHO’S WHO AT MONADNOCK UNITED WAY

- Liz LaRose—APR, President
  liz@muw.org
  ext 26
- Katie Gardella—Director of Resource Development
  katie@muw.org
  ext 27
- Kate Cote—Campaign and Communications Manager
  kate@muw.org
  ext 28
- Shirley English—Administrative Assistant
  shirley@muw.org
  ext 32
2020-2021 MONADNOCK UNITED WAY BOARD OF DIRECTORS

Ben Wheeler  
Chair  
NBT Bank 103 Dean Farm Road, Jaffrey, NH 03452  (w) (603) 757-3703  bwheeler@nbtbank.com

Ken Jue  
2nd Vice Chair  
Chair  
23 Ridgewood Avenue Keene, NH 03431  (H) 603-903-3323  ken@kenjue.com

Barbara Tremblay  
2nd Vice Chair  
67 Summer Street, Keene, NH 03431 355-4839  bstremblay06@cs.com

Elizabeth Coppola  
Secretary  
IPG Employee Benefits 45 Bradford Road, Keene, NH 03431  (603) 313-6974  ehc0323@gmail.com

Edward R. Guyot, CPA, CGMA, MBA  
Treasurer  
John G. Burk and Associates 17 Acrebrook Road, Keene, NH 03431  (c) 603-707-7308  eguyot@jgbco.com

Michelle Bourassa  
The Main Street America Group PO Box 29, Spofford, NH 03462  (c) 603.313.3363  bourassm@msagroup.com

Ruth Jacobs  
1911 Office 376 Chapman Road, PO Box 283, Keene, NH 03431  (c) 603 831 0996  (h) 603 352 0421  rfjacobs@hotmail.com

Alex Kapiloff  
Kapiloff Insurance 97 Cider Mill Rd, Surry, NH 03431  603-732-2982  akapiloff@kapiloff.com

Douglas Woodruff Keene M.D., M.P.H.  
Maplewood Nursing Home 95 Apple Hill Road, Sullivan, NH 03445  (w) 603-355-7750  douglaswkeene@gmail.com

Mike Kowalczyk  
Retired MARKEM-Imaje 66 Mount Huggins Dr, Swanzey, NH 03446, (c) 603 312 8461  Mkowalczyk1958@gmail.com

Amy Matthews  
Cheshire Medical Center 13 High Street, Peterborough NH 03458  (c) 603-801-3264  amywmattthews@cheshire-med.com

Erik Murphy  
SymQuest Group 287 Roxbury St, Keene, NH 03431  (c) 603-762-1222  EMurphy@symquest.com

Myra Rebillard  
Fragomen, Del Rey, Bernsen & Loewy 64 Blackberry Lane, Keene, NH 03431  603-762-2572  myra.rebillard@gmail.com

Michael Remy  
C&S Wholesale Grocers 55 Castle St, Keene, NH 03431 603-209-2820  michael.j.remy@gmail.com

Kelly Ricaurte  
Keene State College 6 General Miller Road, Peterborough, NH 03458  (c) 603–358-2119  krcaurte@keene.edu

Eli Rivera  
Cheshire County Sheriff 55 Pine Avenue, Keene, NH 03431  (c) 603–313-9168  erivera@ne.rr.com

Katie Sutherland  
KCS Architects 310 Marlboro St, Keene, NH 03431  603-439-4438  katie@kcs-architects.com
ABOUT MONADNOCK UNITED WAY

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

MUW, founded in 1952, is a local member of the United Way Worldwide network.

We have the resources, training, support and ideas of a worldwide community behind us. Yet our power to address the Monadnock Region’s most daunting social issues is 100 percent local.

For more than 65 years, MUW has been committed to creating better lives for all in our region. Our five-year strategic plan, released in 2016, provides a roadmap for investing in our community. Historically, we have invested in programs. Today, we focus on issues such as child neglect, educational gaps, and the need for financial supports while helping to ensure that foundational needs, such as food and shelter, are available for those in need.

WHY We Invest in Children, Education, Financial Stability

In 2012, the Monadnock United Way and the New Hampshire Charitable Foundation partnered with the NH Center for Public Policy Studies to conduct extensive research with a goal of uncovering gaps in the well-being of people living in the Monadnock region.

Of the many factors that influence a community’s well-being, the three foundational areas of children, education and financial stability were identified as high priority issues that MUW is uniquely positioned to address.

HOW We Invest

We invest strategically in programs and collective initiatives we believe will achieve specific outcomes in our three focus areas. In addition to the focus areas, MUW invests in programs that meet the basic needs of community members: food, shelter, heat, and transportation.

We invite individual agencies and collective initiatives to submit funding proposals. Funding recommendations are made by our Investment Process Teams — groups of volunteers who spend more than 100 hours each year reviewing, analyzing and evaluating all grant applications for the most effective and promising solutions that support our focus areas.

We also directly fund Impact Monadnock, MUW’s signature early childhood initiative.
MISSION STATEMENT
OF THE MONADNOCK UNITED WAY

- The Monadnock United Way is a volunteer organization dedicated to increasing the organized capacity of people to care for one another through these objectives:
  - evaluate the extent and priority of regional human service needs
  - develop financial and non-monetary resources to meet those needs to the extent feasible
  - allocate these resources effectively
  - foster the spirit of volunteerism
  - facilitate community initiatives and problem solving
  - promote public awareness and understanding through education and communication
  - plan and provide for the continuity and evolution of the organization
MONADNOCK UNITED WAY HISTORY

1952: What is now Monadnock United Way was established as the Keene Community Chest, symbolized by a red feather. The first campaign goal was less than $40,000.

1963: The first executive director was hired.

1964: Many employers opened the way for payroll deductions.

1970s: An individual headquarters was established at 23 Center Street, and the name of the organization changes to Monadnock United Way.

1977: MUW set up the Referral Agent program so that businesses could have designated employees trained in referring fellow workers to social service agencies.

1980: Businesses began participating in the Loaned Executive program.

1984: Campaign expanded into western Hillsborough County.

1986: MUW merged with the Monadnock Health and Welfare Council, an agency which had developed as a means to coordinate social services. Along with the merger came the council's information and referral service, HELP-LINE.

1991: MUW took a lead role in planning a regional affordable housing symposium.

1997: In partnership with the New Hampshire Charitable Foundation, the Monadnock United Way received a $250,000 challenge grant to help build an endowment.

2000s: The MUW Planned Giving Committee successfully raised $250,000, meeting the challenge extended by an anonymous donor to help develop an MUW endowment.

2002: First $2 million campaign held with a Wizard of Oz theme: “There's No Place Like Home.”

2012: MUW, in partnership with the New Hampshire Charitable Foundation, convened a process for a comprehensive needs assessment of the region. The results showed that children, education and financial stability were three of the highest-priority areas the Monadnock region needed to address.

2016: MUW releases a five-year, community-backed strategic plan, highlighting its new focus on children, education and financial stability, and outlining an action plan for its shift to address those areas.
MONADNOCK UNITED WAY
CODE OF ETHICS

Monadnock United Way is committed to the highest ethical standards. Based on the unique trust placed in the Monadnock United Way to serve the public good, we have a special obligation to act ethically. Volunteers, staff, and representatives set an example for each other by their pursuit of excellence in high standards of professionalism and ethical conduct.

While no document can anticipate all of the challenges that may arise, this Code communicates key guidelines to assist Monadnock United Way volunteers, staff and representatives in making decisions that are ethical and in accordance with applicable legal requirements. All are encouraged to discuss any questions or concerns they have with the Board Chair or President.

I. PERSONAL AND PROFESSIONAL INTEGRITY: A personal commitment to integrity in all circumstances benefits each individual as well as the organization. We, therefore:

- Strive to meet the highest standards of performance, quality, service and achievement in working toward the Monadnock United Way mission.
- Communicate honestly and openly and avoid misrepresentation.
- Promote a working environment where honesty, open communication and minority opinions are valued.
- Exhibit respect and fairness toward all those with whom we come into contact.
- Ensure that all information, which is confidential, privileged or non-public, is not disclosed inappropriately.
- Respect privacy rights in the performance of Monadnock United Way duties.

II. ACCOUNTABILITY: Monadnock United Way is responsible to Partner Agencies, Affiliate Agencies, donors and others who have placed faith in Monadnock United Way. To uphold this trust we:

- Promote good stewardship of Monadnock United Way resources.
- Use organizational resources for purposes that serve the best interest of the Monadnock United Way.
- Observe and comply with all laws and regulations affecting Monadnock United Way.
- Avoid conflicts of interest, or even the appearance of a conflict of interest, which would tend to undermine the public’s trust in the Monadnock United Way.

III. VOLUNTARY GIVING: The most responsive contributors are those who have the opportunity to become informed and involved. Monadnock United Way therefore:

- Promotes voluntary giving in dealing with donors and potential donors.
- Refrains from any use of coercion in fundraising activities.

IV. DIVERSITY AND EQUAL OPPORTUNITY: Monadnock United Way is committed to the principle of inclusion. Its goal therefore is to:

- Value, respect and encourage inclusion of others without regard to age, sex, race, color, marital status, physical or mental disability, religious creed, national origin or sexual orientation.
MONADNOCK UNITED WAY FINANCIAL OVERSIGHT AND CONTROL

Monadnock United Way assures donors that we hold ourselves to the highest standards of professionalism, accountability and openness in the stewardship of donor dollars and financial management.

To this end, we have several safeguards in place to ensure an appropriate level of financial oversight and control, including:

- The use of accounting methods in compliance with standards set by the Financial Accounting Standards Board (FASB), an organization that recommends accounting standards for non-profit organizations and for-profit businesses

- An annual, independent audit by Oster & Wheeler, P.C., which reviews Monadnock United Way’s compliance with FASB standards. A copy of the audit is available for review at Monadnock United Way office

- The public distribution for all requests of our financial statements

- A Finance Committee comprised of finance professionals who meet to review and approve our annual audit, and oversee and determine the appropriateness of all financial matters related to Monadnock United Way

- Compliance with a set of comprehensive standards established by United Way of America. These standards include requirements for financial reporting, transparency of operations and business planning

- Filing detailed financial information on an annual basis with the IRS and State of New Hampshire

- A policy that gives anyone associated with Monadnock United Way the opportunity to confidentially report known or suspected financial improprieties, or misuse of Monadnock United Way resources, without fear of retaliation

Donors can be confident when giving to MONADNOCK UNITED WAY.
UNITED WAY WORLDWIDE FACT SHEET

- For more than 125 years, United Way Worldwide has evolved to meet the needs of the times

- United Way Worldwide is engaged in 1,800 communities across more than 40 countries and territories worldwide, through independently led United Ways

- Each local United Way is focused on creating community-based and community-led solutions that strengthen the cornerstones for a good quality of life

- United Way Worldwide (UWW) raises over $5 billion annually, impacting more than 50 million lives each year and coordinating the efforts of 2.6 million volunteers worldwide.

Monadnock United Way, as with all United Way’s across the country, is independently managed and operated by a local board of volunteers from throughout our region.

The benefits of our relationship with United Way Worldwide include:

- The ability for our local United Way to receive funds for our annual campaign from United Way Worldwide as the result of nationally run employee campaigns

- National advertising and brand awareness

- Excellent training opportunities

- Staff & volunteer conferences

- Sharing of best practices, data comparisons, and benchmarking

- Negotiated discounts on business services as well as United Way branded products
COMMUNITY INVESTMENT PROCESS
Investments

Monadnock United Way (MUW) grants funding to eligible non-profit agencies through a volunteer-driven Investment Process. This process ensures fiscal and program accountability while supporting the needs of human service agencies in the Monadnock Region. The Investment Process is designed to be accountable to the donor, responsive to community needs and demonstrate results.

The Investment Process depends on teams of volunteers who assist MUW in reviewing applications for funding, conducting site visits with the applicants, drafting summary documents that identify program strengths and opportunities, and ultimately providing funding recommendations to the MUW Board of Directors.

The rigorous review process for each application focuses on four key areas:
- Program Implementation & Measurement
- Governance
- Administration
- Finance

MUW seeks to invest wisely in programs that can deliver high-quality services that provide maximum benefit to the people and communities they serve. Programs receiving MUW funding must be able to demonstrate the impact of their services through strong performance measurements that speak to the achievement of intended outcomes.

Reporting & Compliance

Programs receiving MUW funding sign a Partnership Agreement in which they agree to submit biannual reports on program performance.

Reports are reviewed by MUW staff and shared with assigned Investment Team volunteers to:
- Ensure compliance with the Partnership Agreement;
- Evaluate actual performance against projected goals;
- Understand new opportunities and/or challenges experienced by the program; and
- Learn other ways in which MUW can support the program to increase its capacity to serve.
FREQUENTLY ASKED QUESTIONS
Please familiarize yourself with the following information and talking points. These are meant to be educational in the chance that you are asked about the difficult funding decisions that were made by MUW in February 2020.

Q. What is MUW’s Vision?
A. We envision a region free of child abuse and neglect and filled with opportunities for education and financial stability so that people of all ages can realize their dreams.

What has happened since you launched your 2016 Strategic Plan?
In 2016, MUW conducted a months-long strategic planning process with community stakeholders that included research of our community’s well-being, donor preferences and best practices. Our goal was to invest donor dollars in areas that, together, would have the most positive impact possible. Research conducted in 2012 pointed to three key areas of need: Children, Education and Financial Stability. Then, as now, the data reveals some stark truths:
• Our region has the third highest rate of child abuse and neglect in the state
• Children in this region score lower than the rest of the state in English and math
• The poverty rate in Cheshire County is 1 in 4. In the rest of NH the rate is 1 in 5
Community Impact (CI) was chosen as the foundation of our model. CI brings programs together to work toward shared goals and activities. It minimizes duplication of services and maximizes outcomes for the people being served.
In tandem with our partners we embarked on a multi-year transition process, aimed at providing each of our partners a path to success. We systematically scheduled allocations over a 3-year period while providing training and transition funding for partners. During this time, we increased our fundraising efforts – through the workplace campaign, through online outreach, and by seeking new philanthropic streams of support.

Q. What is the state of MUW’s Workplace Campaign?
A. We had anticipated that enhancements and increased energy in the workplace campaign would increase community support and return the campaign to its former height of $2 million annually. Unfortunately, the campaign has continued to steadily decline. Trends include:
Ten years ago:
• The workplace campaign raised $2.1 million
• Two workplace campaigns raised over $200,000 and two raised over $100,000
• 4,700 individuals donated to MUW
Today:
• The workplace campaign raised $1.3 million
• One workplace campaign raises over $100,000
• 2,900 individuals donated to MUW

Q. Are there fundraising streams that show growth or promise?
A. Yes. We have seen growth in the following areas:
The new funding streams are showing promise and steady growth with $160,000 raised in 2019 from sources outside of the campaign.
• In 2019, our community raised $160,000 over and above campaign gifts from individuals and foundations to support Impact Monadnock, our early childhood initiative to prepare children for academic, career and life success
• Giving by our most generous supporters has increased by 28% in the past three years
Q. What are the factors behind the decline in giving?
A. National giving trends
Donor and corporate behaviors are changing, and our annual fundraising campaign reflects what is happening nationwide. While the amount given to charity was up 1.6% from 2017-18, the total number of givers has declined, a trend that started in 2004. Increasingly, wealthier individuals are giving more while those who give between $1 and $999 are declining 4% nationally between 2017-18.

Workplace giving trends
Many companies are significantly reducing or eliminating traditional workplace campaign activities that highlight local human service organizations. Locally and nationally, employers want to give their employees greater choice when it comes to philanthropy. Many opt to use generic on-line giving platforms that highlight a broad range of charities in place of a United Way Campaign. Some companies who still hold United Way Campaigns opt to make pledge forms available but schedule minimal activities. Without the opportunity for employees to meet leaders of locally-based charitable organizations and learn how their donations affect people living in the community, giving declines. Personal connections to the local community decline as well.

Q. What has MUW achieved since launching the Strategic Plan?
A. During the last three years, we have moved steadily toward our vision of a region free of child abuse and neglect and filled with opportunities for education and financial stability. We have:
• Piloted a successful collective – the Monadnock Home Visiting Alliance
• Funded innovation with four new collectives
• Developed a clear framework, measurement system, and guidelines for our funded initiatives
• Provided group and individual training to build capacity for our partners
• Attracted state funding for early childhood into the region
• Become a statewide leader in the early childhood sector through Impact Monadnock

Q. With less funds being raised, what is MUW going to do?
A. MUW is committed to addressing the issues identified through our strategic planning research. Therefore, we must realign our annual investment to a size that is sustainable, impactful and reflects community support. Beginning in February 2020, MUW will invest $900,000 in a highly targeted group of nine partnerships and activities that support the overall well-being of children and families in the following areas:
• Emergency housing and access to food, which is foundational to success in daily life,
• Early childhood success through supports including quality childcare, early learning and development of social-emotional skills, and
• Family resources including access to services, parent education and wrap-around supports.

Q. Who will you be investing in?
A. MUW will be working in a collaborative CI model with the following programs and activities:
• Cheshire County Emergency Housing Collaborative • Monadnock Food Pantries Collective
• Monadnock Home Visiting Alliance
• Monadnock Region Afterschool Collective
• Monadnock Parent Education Collective
• Financial Assistance for 6 Early Childhood Centers
• WIC Dental Program
• Impact Monadnock Pyramid Model Initiative
• Impact Monadnock Business Ambassadors

For detailed descriptions of each program, the partners within them and the grant amounts, visit muw.org/2020investments.

Q. What will happen to the partners not listed above?
A. All other partners will receive funding through April 30, 2020. We will provide guidance as they seek out new sources of funds. This decision was difficult for MUW and our board to make. Every one of our partners plays an essential role in the health of this community.

Q. I designated my donation to a specific program. What will happen to my donation?
A. Designated donations will be honored and paid to those agencies without reduction. Agencies will receive designations from the 2019 campaign in full in June of this year.

Q. Why did you choose this particular group?
A. We believe we can make a greater impact by investing in a targeted group of programs that focus on the stability of families and children. While all of our partners support the success of children and families, we had to make some difficult decisions, as there were insufficient funds available. Q. Will these changes affect staffing at MUW? A. In the middle of 2019, MUW had 8.5 full-time equivalents. In 2020, we will consolidate roles to 6 full-time equivalents.

Q. How do you know that focusing on the stability of families and children is the right thing to do?
A. Research supports that stabilizing families has a tangible impact on children, today’s workforce as well as the next generation. Here are a few of the research studies and results:

*Perry Preschool Project*
Nobel Laureate James Heckman’s research shows that high quality investments in early childhood and families break the cycle of poverty and reap benefits for two generations. The second generation of children in this study are much more likely to:
- Spend 3X more time with stably married parents before age 18
- Complete high school without suspension
- Never be suspended, addicted or arrested
- Be employed full time or self-employed

*RAND research*
Two commissioned research projects around early childhood in New Hampshire were conducted by the RAND corporation over the last few years. These reports support investing in families and children through services such as home visiting and early childhood supports.

Q. Will the outcomes that MUW is looking for be short-term or long-term? Will measurements be shared?
A. The goals and outcomes are broad and long-term. MUW is looking to support community-level change, which takes time. Collecting performance measures and indicators will help track short-term progress toward long-term goals. Shared measurements will be important to keep programs aligned with common goals. Our annual Community Impact Report includes both broad community-level
measures (such as the rates of child abuse and neglect) as well as program-based performance indicators (such as the number of children whose literacy skills improved).

Q. Aren’t you straying from your original focus on children, education and financial stability?
A. Together, the funded initiatives impact all three areas - both today and in the future. Children receive the support needed to grow, thrive and learn in safe, caring environments. That foundation supports strong educational attainment and the ability to move from poverty into financial stability. In addition to receiving parenting support and training, families and caregivers also gain access to the services needed so that they may be employed and stable.

Q. What is MUW’s value for partners and for donors?
A. Although the campaign is declining, our commitment to the community remains the same:
- We will bring multiple sectors together to solve our region’s toughest problems
- We will seek and invest in solutions that strengthen the fabric of our community today and tomorrow
- We will advocate and aggressively fundraise for the benefit of this community
- We will collaborate with our partners and support their success – and that of the individuals they serve
- We will transparently report our successes and challenges to you, our community

Q. How will the CI model make it easier for agencies to stay focused on their mission and do their work?
A. MUW’s impact investment funding model encourages a collective approach between agencies to addressing our region’s most pressing needs. Impact helps agencies achieve their missions through a high-level of collaboration.

Q. If MUW is applying for grants, aren’t you competing with the programs you serve?
A. MUW has been, and will continue to be, intentional about grants. We review each opportunity to determine whether MUW or one of our partners would be best served by the grant. We have applied for funds on behalf of partners. We have co-authored grants in tandem with our partners. We write letters of support whenever partners need them for grant funding. And finally, we share grant info with partners who may benefit from applying.

Q. Is MUW funding only collectives?
A. The nine initiatives that MUW is funding includes a mix of collectives and individual programs. Collectives of three or more programs receive amounts of $70,000 or more per year. Individual programs receive $10,000 or more per year. These amounts are subject to change in future years as MUW’s Investment Process evolves.

Q: What other research was conducted before you embarked on your strategic plan?
A: In 2012 MUW, The NH Charitable Foundation and NH Center for Public Policy Studies conducted extensive research and published a report called Community Well-Being in the Monadnock Region. A steering committee with broad community representation participated in this process. The report uncovered 15 challenges facing our region -- from healthcare, to education, to safety and security
and more. Of those, three focus areas rose to the top because of their significance and MUW's ability to convene the community in addressing them. They are: Children, Education and Financial Stability.

During the 2016 strategic planning process, MUW conducted research with the UNH Research Center and found that MUW is viewed as having a strong and trusted relationship with the community. In addition, our community wants to: invest in education, financial stability and children; support basic needs such as food, shelter, heat and transportation; and increase our focus on long-term strategies.
The Role of the Loaned Employee
2020 LOANED EMPLOYEE CLASS

Demitria Kirby, City of Keene
dkirby@ci.keene.nh.us

Cindy Pack, People’s United Bank
cynthia.pack@peoples.com

Shayla Rose Brown, The Timken Company
shayla.brown@timken.com

Will Randall, The Timken Company
william.randall@timken.com

Nelly Zavala Rubio, The Timken Company
nelly.zavalarubio@timken.com
BENEFITS TO THE LOANED EMPLOYEE
- An opportunity to develop executive leadership and to strengthen management skills, as well as public speaking, team building, project management and analytical skills.
- An increased knowledge of community health and human service issues and the satisfaction of seeing firsthand how volunteer efforts address those issues.
- An opportunity to network and develop working relationships with top community leaders.
- The ability to broaden contacts and the challenge of adapting to new situations by working with individuals from multiple and varied organizations.

BENEFITS TO THE SPONSORING ORGANIZATION
- Provides the employee with a broader background, enhanced skills, and a greater understanding of community needs.
- Promotes the organization’s commitment to the Monadnock Region through good community relations and exposure.
- Promotes awareness of the organization’s investment in the community.
- Strengthens relationships with other organizations as a result of the contacts made by the Loaned Employee.
- Recognition for participation in United Way newsletters and special events.

BENEFITS TO MONADNOCK UNITED WAY
- Extends the effectiveness of staff and keeps fund-raising costs low.
- Dramatically increases results in the annual campaign.
- Broadens pool of volunteer leadership and effectively represents Monadnock United Way to the community.
- Provides for a source of well-informed and trained community leadership for the future.
LOANED EMPLOYEE GUIDELINES

General Information

1. Monadnock United Way is open from 8:30am to 4:30 pm, Monday through Friday. Please feel free to stop in, email, or call when you need office support or assistance.
2. If you are unable to fulfill a commitment, immediately contact the Campaign Manager at the MUW office and make arrangements for another Loaned Employee to stand in for you.
3. You will be given a list of agency speakers—representatives from our partner agencies—willing to attend company kickoff events. Please contact these individuals directly to arrange for speaking engagements at the companies you are supporting.

Key steps

1. Service the organization you are supporting: make sure they have all the supplies they need for their campaign, offer to pick up their reports, pledge forms and money and deliver them to the MUW office. Do whatever you can to make them feel good about participating in this year’s campaign.
2. Get to know the Employee Campaign Coordinator (ECC) in all of the companies you’re working with. Ask them if you can set up a preliminary “get acquainted” meeting with each of them. The Campaign Manager will assist with these introductions.
3. From the very beginning, establish deadline dates with all of your accounts (dates when everyone agrees that the campaign will be complete and all reports/money will be turned in).
4. Carefully document your experiences with each company and report to the Campaign Manager weekly. The information you gather will be used by future volunteers and during communications. Your feedback is very valuable.
5. Keep in clear communication with the Campaign Manager at MUW. Let them know of any successes and roadblocks as soon as they come up.
LOANED EMPLOYEE RESPONSIBILITIES

to MUW and the Companies You Will Support

• To attend and actively participate in the Orientation and Training program.
• To gain a working knowledge of Monadnock United Way and its partner & affiliate agencies.
• To review Company Giving Histories for the companies with which you will work and develop action plans to accomplish specific campaign goals detailed by the Employee Campaign Coordinator (ECC).
• To contact and support the Employee Campaign Coordinator (ECC) at each company as you help them plan, organize, and conduct an effective campaign among their executive and employee groups. (Including providing them with all the necessary campaign materials.)
• To strive for an informational program within each company for the purpose of educating the employees about Monadnock United Way partner agencies, their programs and services.
• To deliver a powerful Monadnock United Way presentation at employee meetings and kick-off activities whenever possible.
• To report to Monadnock United Way the progress of each of your accounts throughout the campaign.
• To maintain records of the activity with each of your assigned accounts.
• To follow-up on administrative and financial aspects of your campaign assignments by agreed to deadlines.
• To provide recognition to companies and individuals for their support.
• To offer a detailed summary of the activities that took place during their campaign and provide feedback and recommendations for future campaigns.
• To attend MUW campaign kickoff, functions, activities, etc.
PROFESSIONAL COMMUNICATION TECHNIQUES

As a Loaned Employee, you will function as an ambassador for the Monadnock United Way. Your role involves a great deal of communication with the representatives of your assigned accounts, whether that be a phone call or an email. You can project a professional telephone manner and increase your effectiveness in reaching your objectives by observing some basic guidelines:

- Treat every communication as if it were from the most important client in your file or to the most important prospect you have. Practice courtesy from the moment you initiate contact.

- Be sincere in what you say and cheerful as you say it. The person at the other end of the line thinks of YOU as the Monadnock United Way.

- The best way to sound friendly is to actually smile as you talk. If you are sincere, pleasant, and confident, you will increase your chances of achieving the goal of your communication.

- Your audience must become attuned to a new contact, and this takes time. Be clear and detailed but not overwhelming.

- Identify yourself and your purpose: if you are contacting someone you know, don’t assume that your will be recognized. Avoid a "guessing game" regarding your identity.

- Be prepared when taking incoming calls or making outgoing calls. Have paper and pen/pencil, reference material, etc., handy. Be alert for side noise and other distractions in your work area and take steps to reduce or eliminate them.

- Stay to the point. Long conversations and repetition can become irritating. Make your communications brief and to the point without being brusque or curt.

- Plan communications in advance, organizing the points you want to cover.

- When your objective is to obtain an appointment, focus on just that. Be respectful of each party’s time and stick to your agenda.

- Practice your approach until you're comfortable with your words and fluency and feel confident and easy in your manner. This confidence will have a positive effect on your contacts.
BEING A SOCIAL AMBASSADOR TO MONADNOCK UNITED WAY

- Be clear and consistent, positive and precise.
- Like the Monadnock United Way Facebook page, follow us on Twitter and Instagram.
- Share and Like! Check out our partner agencies Facebook pages and share the ones that speak to you on your own page.
- Take pictures of successful Kickoff Event activities and talk up the positive activity on social media. Just be sure that it’s okay with the business or agency before you post any pictures. Remember to tag the agency or company in the post.
- Make sure grammar and information are correct, that any links shared are valid, and that your message is clear.
- We love enthusiasm! Be original and have fun! Let your personality shine.
- Don’t be spammy. Unless it’s a sandwich, no one likes this. Be careful not to inundate your audience with too much information.
- Pay attention to comments! Reply back with a Like or a quick comment if appropriate.
- Use the hashtag #liveunited How do you Live United? Give, Advocate, Volunteer! Let people know and be proud of the change you’re helping to initiate.
- Remember to tag Monadnock United Way as well!

Facebook.com/MonadnockUnitedWay
WORDS OF WISDOM FROM PAST LOANED EMPLOYEES

Staying Organized
- Start early. Reach out to your contacts ASAP. Get as much work done as early as possible.
- Make your calls on a regular basis. Set aside time each week to make them.
- Don’t assume you’ll get calls back; make your follow up calls.
- There is a lot of momentum at the beginning. Take advantage of it and start early.
- Actual “lose your mind” time is mid-September. This is after kickoff when most companies will want to run their campaigns and will be calling on you the most. Staying organized will help you immensely!
- Create high expectations for your goals. If you aim high every time, you’re more likely to get it!
- Be very, very organized. Create a calendar of events, deadlines, and needs. Check it often!
- Be patient. Be prepared for your companies to be disorganized; have extra supplies on-hand for when you need them.

Campaign
- Reach out to your contacts ASAP – do not wait! Some coordinators are very difficult to contact.
- Tailor the presentation to what you feel comfortable with. Make it your own. You can’t present something well if it’s not your voice.
- If your companies want an agency speaker, see if they know who their staff would relate to the best. A greater impact is made when the audience has an interest in the presentation.
- Stay in touch with your accounts. Lead the way and inspire others by showing how much YOU care.
- If someone asks a question you don’t have an answer for, write it down and follow up with them as soon as you can.
- Remember, MUW represents not just Keene, but the entire Monadnock Region.
Group Support
- Brainstorm and work with fellow LE’s and MUW staff to find solutions.
- Don’t be afraid to ask for help.
- Take a deep breath when you need to.

Fun!
- Have fun! This will be work, but it will also be a great experience.
- It may get a little crazy at times but remember to enjoy it!
- Make the presentations and outreach your own.
**TRACKING YOUR VOLUNTEER HOURS**

**Why It’s Important**
- A volunteer’s donated time is very valuable to a nonprofit
- We want to be able to report out what the return on investment (ROI) is for all your hard work
- Knowing the hours you worked as a volunteer helps shed light on the impact of your work on our community and mission
- Helps MUW make our volunteer programs stronger by knowing where you spend your time
- You can report back to your employer and be proud of your contribution to community impact

**How to Track Your Hours**
- Use MUW’s simple hour tracking sheet
- Fill it out each time you work on an MUW project
- Include your hours with your weekly email report to the Campaign Manager
The Workplace Campaign
MUW MESSAGING 2020

Theme
Better Together

Lead-ins and Responses

Lead ins:
- Together, we....
- United together, we...

Answers [for use as needed]:
- ... Respond to Pandemics
- ... Step Up for those in Need
- ... Help our Neighbors in Need
- ... Lift Up our Community
- ... Prepare children for success
- ... Feed people who are hungry
- ... Help people find stable housing
- ... Create financially stable homes
- ... Rebuild and Reimagine
- ... Build Equitable Communities

Core Messaging
Better Together...Understanding Today's Realities

Too many people in our region are silently suffering. We may not see or experience the extent of their pain and stress. But it exists. Hardship hides behind closed doors. It lives in neighborhoods we know well and those we never walk through. It dwells in every corner of our community, near and far.

Consider this. Prior to Covid-19:
- We had the third highest rate of child abuse and neglect in the state
- Our children scored lower than the rest of the state in English and math
- One quarter of our residents were low-income. The rest of NH the rate is 1 in 5

These statistics are likely to get worse in the months to come.

When our neighbors cannot work, earn enough money, afford to buy enough food, or keep a roof over their heads, hardships grow and multiply. This creates toxic stress that affects entire families and communities. And a downward cycle continues.

But it doesn’t have to be that way.

Our region has proven time and again that we are Better Together.

United Together, we can:
- Ensure people have good food and safe homes to live in
• Prepare children and families for success
• Create financially stable homes

With your support, we can eliminate fear and uncertainty. We can lift up our region. We can make it vibrant in the face of hardship.

*Your neighbors need your more than ever to receive critical services that keep people and families whole.*

**Give Today**

**Talking Points**

**Campaign Goal - $1,277,000**

• We must raise $1,277,000 this year so that people facing uncertainty and hardships can receive the services they need to be whole.
• Without those funds, more people will be hungry, more will lose their homes, and more children will fall behind in school and life.

**Covid-19’s Effects on the Community**

Our partners are responding to the community in these ways:

• Rent, utility, and gas assistance so that people may stay in their homes and employed
• Daily essentials, including sanitizers, diapers, thermometers, paper products
• Learning tools, games, and toys parents can use while children learn at home
• Hazard pay for childcare workers
• The food supply chain is now exhibiting shortages. Pantries are having trouble getting food orders filled

**Effects on nonprofits**

The loss of funds, increased need, and increased expenses to fill the needs are stretching nonprofits past their limits:

• 92% of responding nonprofits have experienced a loss in revenue – on average 34% of budgets have been lost, with some missions faring much worse. – NH Center for Nonprofits Survey
• Although these nonprofits experienced major disruptions to their organizations, they are adapting their services to meet critical needs in our communities while keeping their constituents, staff, and volunteers safe. NH Center for Nonprofits Survey
• Canceled fundraising events results in losses of $5,000 to $50,000 that they depend on to make ends meet – MUW partners
• CARES Act funding, though very helpful, is not covering the majority of funds lost - MUW partners

*I’ve already given to a Covid-19 relief fund – why should I give to the campaign?*

The Covid-19 fund provided immediate relief for our neighbors and friends. But that did not pay for the good work our nonprofits provide to people in need every day. Without your gift,
fewer children will attend childcare; more families will lose home visiting and parenting classes, and more of our neighbors will face housing instability and hunger.

How are the funds used? How much do the programs receive?
Visit https://www.muw.org/2020-investments for a complete listing of programs, funding amounts, and outcomes.

How many agencies are funded?
We fund 30 programs and initiatives across the region that provide services focusing on children, education, and financial stability in every community across our region.

How many towns are served?
MUW partner agencies serve 37 towns in the region. Visit our Service Map for a complete listing.

Give Today at muw.org
Online at: muw.org
Text: MUW to 41444
Payroll deduction: See your HR department
Mail: MUW, 23 Center Street, Keene, NH 03431
SAMPLE EMAIL TEMPLATE

Initial email

Remember this is just a template! Use your own voice and insert talking points as appropriate.

Greetings!

My name is ________________ and I am volunteering for the Monadnock United Way’s annual fundraising campaign. I am this year’s Loaned Employee for your workplace campaign, and I look forward to working together.

I am reaching out regarding your 2020-21 annual campaign. Thank you so much for your ongoing support of Monadnock United Way and their partner agencies! As you know, this year’s campaign is more important than ever. Not only are people in this region experiencing hardships brought on by Covid-19, MUW partner agencies still need to provide their critical programming.

I am hoping that you have a few moments to chat about the details for your MUW workplace campaign? I am available via phone and email, whichever is easiest for you.

Just a reminder that our campaign ends on December 31st. It is urgent that we work together to complete your campaign as soon as possible to help us meet our campaign goal of $1,277,000.

Thank you so much!
Do your homework
When you are assigned your accounts, research and review background information on the account using:

- MUW Firm Analysis report. Become familiar with the account’s giving history and determine how the account has conducted past campaigns and whether there are any obstacles to overcome in planning a successful campaign.

- Check out the company website, Google, Facebook, LinkedIn, etc. You should have a rough understanding of the account’s business. If scheduling an onsite planning meeting, you can also ask for a brief tour. As much as possible, develop an understanding of the organizational culture of the account as this can help set the tone for their campaign.

- Put finishing touches on your campaign presentation.

Managing your accounts

- Start early

- Make initial contact with the Employee Campaign Coordinator (ECC). The ECC is the key to success or failure in managing an account so it is critical that you cultivate a relationship with this person. You will need to motivate, educate and assist this key person in running the most successful campaign possible for their organization.

- Meet with the ECC (and Campaign Committee, if applicable) to plan their in-house campaign and deliver their campaign materials. Often the ECC will simply want to conduct the campaign the way it has always been conducted in their organization in the past. It is your responsibility to inspire and motivate the ECC by providing different campaign strategies and innovative ideas to improve the overall campaign. However, “if it ain’t broke, don’t fix it”.

Your tasks will include

- Arrange for speakers for their kickoff
- Assisting to organize and develop incentive and event ideas
- Attend the in-house or virtual kickoff
- Monitor the campaign and be prepared to share a weekly summary of the campaign activity with MUW
- Collect and turn in corporate pledge envelope to MUW
- Write a thank you note to the Employee Campaign Coordinator and Company management. *sample template is in the appendix of this manual*
Other responsibilities and reminders

- Give yourself plenty of time
- Take extra pledge forms and campaign materials with you
- Know directions to the company – get there early
- Dress properly for your role
- Be sure video equipment is available and working
- Relax and be yourself!
- Celebrate your success!
WORKING WITH THE EMPLOYEE CAMPAIGN COORDINATOR

The Employee Campaign Coordinator (ECC) is often the key to success or failure in managing an account. Because of their pivotal role, it is critical for the Loaned Employee to cultivate a special relationship with the ECC. The LE needs to motivate, educate and assist this key person in running the most successful campaign possible for his/her organization.

Often the ECC will simply want to conduct the campaign the way it has been conducted in his/her organization in the past. It is the LE’s responsibility to provide a broader spectrum of campaign strategies and innovative ideas to improve the overall campaign.

Once a campaign plan has been formulated, it is the responsibility of the LE to arrange agency speakers and provide any other support material needed to conduct the campaign.

SAMPLE QUESTIONS FOR YOUR ECC

1. Describe your company culture (casual, conservative, family-oriented, serious, traditional etc.)

2. What is your company’s Corporate Social Responsibility strategy? Can you integrate this into the MUW campaign?

3. How often do you have company-wide meetings, department meetings, etc.?

4. How can I help you achieve your goals?

5. Who at the management level is supporting you?

6. Is your company structured by departments, work groups, geographically, other? Consider structuring your campaign team along similar lines.

7. What issues are employees sensitive about? What do they care about?

8. Would your company be interested in volunteer activities?

9. How does your company celebrate success? How would they post the results of an MUW campaign?
WORKPLACE CAMPAIGN Planning Steps

Objective: To present a uniform Monadnock United Way message to a group of employees & inspire them to become MUW donors and supporters.

Benefits of Group Solicitation

- accommodates the work schedule of all parts of the organization
- shortens the employee campaign
- alleviates distractions in the work area(s)
- reduces perceived pressure
- uniform message—eliminates misunderstandings
- offers opportunity for all employees to contribute

Steps in Planning a Workplace Campaign Kickoff

1. Employee Campaign Chair to establish Management Role in Supporting the Kickoff
   a. Endorsement of meeting
   b. Invitation to meeting
   c. Participation in meeting

2. Set Date(s), Time(s) and Place(s) with Employee Campaign Coordinator
   a. Check CEO calendar first
   b. Schedule on a day(s) with no other company conflicts

3. Analyze Audience
   a. Tailor presentation to different groups attending
   b. Dress appropriately for each audience
   c. Raffles, events, incentives, etc.

4. Prepare Agenda/Visuals
   a. Plan to share the United Way stories and videos with employees
   b. Arrange for agency speaker, recipient of service, MUW staff
   c. Confirm all speakers/presenters
   d. Check on attendance with Employee Campaign Coordinator
   e. Assemble additional materials you may need

5. Arrive Early
   a. Prepare room, handouts, visual aids

6. Participate in Meeting
   a. Present “your” Monadnock United Way story
   b. Show video
   c. Answer questions
# SAMPLE CAMPAIGN AGENDAS

## 30 MINUTES

<table>
<thead>
<tr>
<th>PROGRAM</th>
<th>PRESENTER</th>
<th>TIME REQUIRED (Min.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Welcome and Endorsement of MUW Campaign</td>
<td>Chief Executive</td>
<td>3</td>
</tr>
<tr>
<td>Introduction of Employee Campaign Chair</td>
<td>Chief Executive</td>
<td>1</td>
</tr>
<tr>
<td>Endorsement of MUW Campaign</td>
<td>ECC</td>
<td>2</td>
</tr>
<tr>
<td>Introduction of Loaned Employee</td>
<td>ECC</td>
<td>1</td>
</tr>
<tr>
<td>Campaign Stories/video &amp; LE Message</td>
<td>Loaned Employee</td>
<td>12</td>
</tr>
<tr>
<td>Introduction of MUW Guest Speaker</td>
<td>Loaned Employee</td>
<td>1</td>
</tr>
<tr>
<td>Personal Impact Presentation</td>
<td>MUW Guest Speaker</td>
<td>7</td>
</tr>
<tr>
<td>Closing Remarks: Conclusion of importance of programs, their impact, and the need for support. Thank You</td>
<td>Loaned Employee</td>
<td>3</td>
</tr>
</tbody>
</table>

## 15 MINUTES

<table>
<thead>
<tr>
<th>PROGRAM</th>
<th>PRESENTER</th>
<th>TIME REQUIRED (Min.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Welcome</td>
<td>ECC</td>
<td>1</td>
</tr>
<tr>
<td>Comments and Endorsement of MUW Campaign</td>
<td>Chief Executive</td>
<td>1</td>
</tr>
<tr>
<td>LE Message, intro of Guest Speaker</td>
<td>Loaned Employee</td>
<td>5</td>
</tr>
<tr>
<td>Personal Impact Presentation</td>
<td>MUW Guest Speaker</td>
<td>7</td>
</tr>
<tr>
<td>Closing Remarks: Conclusion of importance of programs, their impact, and the need for support. Thank You</td>
<td>Loaned Employee</td>
<td>1</td>
</tr>
</tbody>
</table>
WORKPLACE CAMPAIGN THEMES AND ACTIVITIES SAMPLES

Your Campaign can be so much more than just listening to a small speech and filling out a pledge card. Show the employees how much their donation is valued by making the campaign fun! The ideas below can help get your campaign off to a great start.

Select a Campaign Theme Whether your campaign lasts a day or a week, making the campaign fun is well worth the effort. Think of things that your employees would find engaging and rewarding.

How to make it work: Select a theme that will easily align with event ideas. Options include: Carnival/Circus, Casino Night, Historical Eras, or Sports.

Make it fun Tie your activities in with your theme for an enticing and entertaining event

How to make it work: Design an employee carnival. Set up games (such as spoon races, ring toss, or guess the jellybeans), provide fair food, or even rent a dunk tank!

EVENT IDEAS

Food brings people together Whether you have a cookout or a cookoff, your initial campaign meeting needs to grab your employee’s attention and encourage them to attend.

How to make it work: Host a cookoff contest by asking co-workers to bring in their favorite crockpot recipe. For a small fee, employees can sample the dishes and vote on their favorite dish. Bragging rights for the winning recipe!

Healthy Competition A little friendly competition can bring out the best in your co-workers and your MUW campaign.

How to make it work: Run Office Olympics! Set up games like paper clip jump rope, office chair races, or trash can basketball. Allow teams to “buy” head starts and other advantages with all proceeds going towards your campaign.

Virtual Event Suggestions and Ideas

Fun brings people together Whether you host a virtual game day or trivia challenge, your campaign event needs to grab your employee’s attention and encourage them to participate.

How to make it work: Host a virtual game day! Check out how at: https://www.countryliving.com/entertaining/a31995635/virtual-game-night-ideas/.

Healthy Competition Competitive challenges don’t have to be done in person. You can still have fun while remaining socially distant and supporting your workplace campaign.

How to make it work: Run Office Olympics over Zoom! Set up games like paper clip jump rope, office chair races, or trash can basketball. Allow teams to “buy” head starts and other advantages with all proceeds going towards your campaign.
INCENTIVES FOR GIVING

Reward and incentivize donors Offer prizes in specific categories:

- First time donor
- Increased donor over their prior year’s level
- Increased to leadership level ($500 or above)
- Most years as a donor
- First pledge form returned
- Anyone who pledges on the first day of the campaign

How to make it work: Communicate about the special incentive prizes that employees can win only if they donate to the campaign. Keep this separate from other raffles. Incentive ideas include casual dress day, VIP Parking spaces, extra PTO days, company swag, or gift cards to local businesses.

FUNDRAISER IDEAS

A little extra incentive Everyone likes to feel good about giving back to their community. But if they can also win something? That’s even better!

How to make it work: Keep the raffles open for the duration of the campaign or have a different raffle every day. Make the prizes something employees will really want to compete for! These raffles can be open to anyone, not just those who choose to donate to the campaign. Set raffle ticket prices low and make bidding unlimited!

Ideas include:

- Themed Gift Basket Raffle (Movie Night, Lottery, Wine & Cheese, Board Games)
- HR raffles off items such as a paid day off, paid half-day off, priority parking space, sleep in late coupon, or a get out early coupon.
- Jeans Day—Employees donate $5 to wear jeans on a selected day. Each additional item could be a $1; for example, flip slops, t-shirts, etc.
- Corporate Car Wash—Upper Management becomes a car wash team for their employees. Employees donate $5 to see their boss wash their car.
- Undercover Boss—Employees pay $1 to vote for which department the company’s president/CEO has to work in for a day.
VIRTUAL CAMPAIGN EVENT SUGGESTIONS

With employees working remotely and social distancing standards in place, your Campaign might look a little different this year. You can still engage your employees, have some fun, and show them how much their donation is valued! The ideas below can help get your campaign off to a great start.

Fun brings people together Whether you host a virtual game day, trivia challenge, or a competitive challenge, your campaign event needs to grab your employee’s attention and encourage them to participate. Prizes and incentives are very much encouraged! Here are some ideas on how to make it work!

- **Game Day**: Host a virtual game day! Check out how at: [https://www.countryliving.com/entertaining/a31995635/virtual-game-night-ideas/](https://www.countryliving.com/entertaining/a31995635/virtual-game-night-ideas/)

- **Office Olympics**: Run Office Olympics over Zoom! Set up games like paper clip jump rope, office chair races, or trash can basketball. Allow teams to “buy” head starts and other advantages with all proceeds going towards your campaign.

- **Chopped Challenge**: Prepare a surprise ingredients basket to deliver to participants. The participants then film themselves cooking their meals and reporting on the results. Judges can rule based on style, technique, and presentation.

- **Crafternoon**: Lead an afternoon craft project. Materials can be digital (check out canva.com for things like free poster templates) or they can be delivered to participants in a contactless manner.

- **Online Tutorial**: Do you have a staff member with a hidden talent (painting, creative writing, gardening)? Or maybe there is someone who is perfect to help develop professional skills (public speaking, time management and organization, project leadership). Have them host an online class to teach others their secrets!

- **Painting Party**: Host a paint afternoon! To learn more, check out [https://www.paintingwithatwist.com/pages/twist-at-home](https://www.paintingwithatwist.com/pages/twist-at-home)

- **Bingo**: Different bingo cards can be designed at [myfreebingocards.com](http://myfreebingocards.com). Drawings can be done daily or at different times throughout one day. The winner of each game receives a prize! You can also turn this into a bracket-style tournament. [https://brackethq.com/](https://brackethq.com/)
EMPLOYEE CAMPAIGN CHAIR STEPS TO REPORT CAMPAIGN RESULTS

Campaign volunteers from MUW and within organizations are responsible for handling thousands of dollars in pledge forms, checks, and cash every year. It’s an important responsibility and one that requires everyone to follow specific steps to ensure that every single donation is collected and accounted for properly.

These steps also help to protect you, the volunteers, as you prepare and hand-off the donations to Monadnock United Way.

The Employee Campaign Chair must:

1. Collect & sort ALL Pledge forms by categories of Paid in Full Pledges, Pledges with Billing/Payroll Deduction, Corporate Pledge, and Special Events Fundraising.

2. Tabulate each group of pledge cards, complete the white “Corporate and Employee Report Envelope” with each group’s total and enclose adding machine tape or spreadsheet of totals.

3. Photocopy all payroll deduction pledge forms give to your payroll department. Send the originals to MUW.

4. Place individual and corporate pledge forms, personal checks, and cash donations into the Report Envelope.

5. Verify that the “Paid In Full Pledges” line equals total dollars enclosed.

6. Any Special Event fundraising (bake sales, raffles, etc.) should be totaled, noted on the envelope, and enclosed.

7. Enclose your signed blue corporate pledge card.

8. Complete all data on the report envelope and seal it.

9. Contact your Loaned Employee (LE), Campaign volunteer, or MUW staff to let them know your campaign envelope is ready to be picked up.

10. Sign and date the sealed envelope. Have the LE to do the same.

11. Photocopy the signed envelope for your records and keep a copy.

12. Loaned Employees and MUW staff will only accept envelopes that are filled out completely and sealed. If you need more time to complete your envelope, please let your LE know and schedule a new pick up time. Thank you!
The Loaned Employee Presentation
TIPS TO MAKE AN EFFECTIVE PRESENTATION

Elements of persuasion
Your role as an LE is to encourage your audience to support Monadnock United Way. There are three main elements of persuasion you’ll want to be prepared for:

1. **Establishing your character is the preliminary step in any attempt at persuasion.** Give the audience a sense of who you are. Know what you are talking about, be honest, professional and likable to your audience. Do this by telling stories about yourself. Let your audience know any true feelings you had about Monadnock United Way before you became involved. If you weren't a supporter, say so. It's important to let your audience know how you once felt, and to explain why you changed your way of thinking. Unless you can establish your credibility as a speaker, and make yourself personally attractive to your audience, you're not likely to gain their attention. Be yourself!

2. **Arouse the emotions of your audience.** Motivate people. Share with your audience your observations of any agency tour or speaker, tell them about a friend or co-worker who received help, or tell a personal story about how you received help. Use impact videos and stories from MUW.

3. **Give reasons for supporting Monadnock United Way.** Remember that facts and figures will only be accepted after you have established a receptive mood in your audience. The facts and figures you present will reinforce the emotional climate you have developed.

Concentrate on Monadnock United Way's efficiency and effectiveness:

- Contributions stay in the community, providing friends, family and neighbors with a broad safety net of services spanning from pre-natal care through to eldercare.

- Monadnock United Way is one of the most efficient charitable organizations in this community. We have the highest rating possible with both Guidestar and Charity Navigator.

- Hundreds of volunteers help raise and distribute contributions in the community, keeping costs low. Monadnock United Way raises money for partner agencies helping them focus on serving those in need.

Sample Opening Statements for Employee Campaign Meetings

- State that “I’m not here to get you to give money to MUW—I’m here to share with you how Monadnock United Way helps make the region a great place to live, work, and play.”
“On behalf of the Monadnock United Way partner agencies, I want to thank everyone for their prior year contributions...Your generosity provided help to one in four people in the Monadnock region.”

“I’m here today to talk about an important investment opportunity with guaranteed return to you, your family members, neighbors, co-workers & friends...”

Introduce yourself. Announce the company’s fundraising goal (this could be either a dollar amount or a percentage/participation goal).

Start with a personal story of how the help of a MUW partner agency program helped someone.

Preparation Suggestions
For A Successful LE Presentation Experience

• Give yourself plenty of time
• Take extra pledge forms and campaign materials with you.
• Know directions to the company—get there early.
• Dress properly for your role.
• Be sure video equipment is available and working.
• Relax and be yourself!
PRESENTATION CONSIDERATIONS AND TECHNIQUES

Your Outline

Use Key Phrases
Use Only One set of Notes

Use Visuals they increase retention, save time and stimulates the audience

Physical Delivery Techniques

- Strive For Naturalness, Conviction, Confidence, Enthusiasm
- Use Humor When Appropriate
- Get Interaction And Watch Response To Your Points
- Avoid Using Lengthy Written Material – Use Bullets
- Avoid Use of Pointer or other prop—this inhibits your natural movement and gestures
- Talk to The Point (be concise) —And Use Analogies and Word Pictures

Controlling Nervousness

- Release Your Energy Through Gestures
  - Body, Arms, Hands, Face, - Not Pacing
- Generate Early Audience Response/Contact
  (Not Only Controls Nervousness, Eliminates "Non-Words")
  - Make Contact With Every Individual In The Group
  - Hold Contact From 2 to 5 Seconds
  - Start At Back—Establish Volume
  - Skip Around—Remember The Corners

Question and Answer Sessions

- Start By Asking An Easy "Reaction" Question of the Audience - Gets Them Talking
- Ask For Questions
- Maintain Eye Contact While Listening
- Be Sure You Understand the Question Before Answering
- Break Eye Contact and Paraphrase Questions
  - Gives You “Thinking Time”
  - Provides You and Your Audience With Clarification
  - Involves Group, Maintains Interest
- Answer to the Group – Not Just One Person
- Don't End Eye Contact on Questioner
- When Answering: Keep Objectives in Mind, Emphasize Benefits, Sell the message

Keys to Success

- Make sure your entire presentation relates to your objective - build toward it
- Manage your time effectively
LOANED EMPLOYEE PRESENTATION TEMPLATE 2020
This is meant to be a starting point and template for your presentation at a workplace campaign. It does not need to be used verbatim, though it can be. Feel free to edit the text and make it your own voice, get comfortable with the message, practice, and get ready to shine!

Campaign Theme:
Better Together

Campaign Goal:
$1,277,000

Sample Presentation:

Hello and welcome everyone! Thank you so much for attending today’s workplace campaign kickoff for (enter company name here). I am (your name) an employee of (your employer) and I am here today as your Monadnock United Way Loaned Employee. I have been working with (ECC name) to help create this year’s workplace campaign and now I’d like to tell you a little bit about why the work of MUW is so important and what you can do to help.

Monadnock United Way helps us live Better Together. By raising funds to allocate to their partner agencies, MUW ensures that children are prepared for success, households are financially stable, and people have enough to eat.

Too many people in our region are silently suffering. We may not see or experience the extent of their pain and stress, but it exists. Hardship hides behind closed doors. It lives in neighborhoods we know well and those we never walk through. It dwells in every corner of our community, near and far.

Consider this. Prior to Covid-19:
- We had the third highest rate of child abuse and neglect in the state
- Our children scored lower than the rest of the state in English and math
- One quarter of our residents were low-income

These statistics are likely to get worse in the months to come.

When our neighbors cannot work, earn enough money, afford to buy enough food, or keep a roof over their heads, hardships grow and multiply. This creates toxic stress that affects entire families and communities. And a downward cycle continues.

But it doesn’t have to be that way.

Our region has proven time and again that we are Better Together.

United Together, we can:
- Ensure people have good food and safe homes to live in
- Prepare children and families for success
- Create financially stable homes
With your support, we can eliminate fear and uncertainty. We can lift up our region. We can make it vibrant in the face of hardship.

*Your neighbors need your more than ever to receive critical services that keep people and families whole.*

*Give Today*
REASONS TO GIVE TO THE MONADNOCK UNITED WAY

Giving to the Monadnock United Way is the most powerful way to give to your community.

We are local

- By partnering with local health and human service agencies, a network of care is available to strengthen families; help children succeed; promote wellness, education, and financial stability; promote self-sufficiency; and provide a safety net for people in crisis
- 100% of donations stay in the Monadnock Region
- Services are available for you, your family, and your neighbors to use when you need them

We are cost-efficient

- With over 100 volunteers, operating costs are responsibly maintained at a minimum

We are community-based

- We connect people, knowledge and resources to provide solutions to the most pressing needs in the Monadnock Region
- A cross-section of local volunteers plays a critical role in the annual Investment Process to ensure that your money is going to cost-efficient, well-managed agencies providing the most needed services and working towards the most needed outcomes
- By funding local programs and agencies, we simplify the community effort for you and your organization
MAKE A STRONG IMPRESSION IN Q & A

A speaker's final impression is determined by the skill and knowledge exhibited during the question-and-answer session that follows most presentations. With preparation and practice, the following six-step process will ensure your positive first and final impression.

LISTEN—Concentrate on what the questioner is asking without jumping to conclusions. Read the tone of voice as well as the body language of the questioner.

CLARIFY—If, as a respondent, you aren't 100 percent sure of what is being asked, go back to the questioner and get him or her to repeat or rephrase the question until clarification is ensured.

REPHRASE—Whether informally with a quick reference to the question as part of the answer, or formally when the question is long and involved, you should repeat the question in some form. The only exception is when a repeat would emphasize a negative issue. A rephrase of the question verifies that you understand the question and ensures that the question is heard and clarified for the rest of the audience.

PAUSE—A two or three-second pause before answering any question allows you to "put your brain in gear before you put your mouth in motion." The pause also allows the entire audience to absorb the question before you jump into the answer. You need the pause on difficult questions, and by taking time to think before jumping into any answer, you avoid the non-verbal giveaway of those questions that are tough.

HEADLINE—Give an answer that gives the bottom line first. If examples and illustrations are needed, they should follow the headline answer. Ethical and talented respondents never evade answering even more difficult questions but will learn the technique of quickly bridging to more positive aspects of their topic after giving a concise, honest answer to the question that was asked.

HUSH—Learn to quit while you're ahead. Aim at keeping your answers between 30 to 60 seconds.

IF YOU DON'T KNOW—Say so! When faced with a question to which you do not have the answer, tell them that you are not sure but that you will get an answer. Then contact MUW staff, find your answer, and follow up.
Appendix
LE PLANNING CHECKLIST

Company Name: ____________________________________________________________

Physical Address:

Employee Campaign Coordinator (ECC):

Name
Title
Phone
Fax
Email

Best Method of Communication: Phone Email

Is there a campaign committee: Yes ____  No ____
If yes, complete team info below:

<table>
<thead>
<tr>
<th>Name</th>
<th>Phone</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Is there a “high level” Contact Person (CEO/VP/Sr. Exec/HR)? Yes ____  No ____

<table>
<thead>
<tr>
<th>Name/Title</th>
<th>Phone</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Initial Contact with ECC:

Date:  Time

Meeting with ECC and/or Campaign Committee Yes ____  No ____

Date  Time
____ Bring packet of materials (if applicable) and extra supplies (brochures, posters)
____ Ask if ECC or assistant has prior experience in running an in-house campaign?
____ When do you want to begin planning? _______________________
____ Do you have any thoughts or ideas?

____ Do they want a speaker?  
Yes ____  No ____

Specific Agency?

____ Do they want to show the video?  
Yes ____  No ____

Video Equipment ON SITE?  
____ (WiFi, laptop & projector or TV/DVD)
Yes ____  No ____

Notes:

CLOSING – “Thanks for volunteering and for meeting with me. Please call if you need help with anything...”

____ Follow up with ECC 1 week after their company kickoff (date): ____________
____ Pick up Pledges and Reports from ECC and deliver to MUW

____ Send THANK YOU to ECC (date completed)
<table>
<thead>
<tr>
<th>TO DO's</th>
</tr>
</thead>
<tbody>
<tr>
<td>COMMUNICATIONS</td>
</tr>
</tbody>
</table>
HOW TO HANDLE COMMON OBJECTIONS
TOO MUCH OF THE MONEY RAISED BY MONADNOCK UNITED WAY IS USED FOR
ADMINISTRATION AND ADVERTISING EXPENSES
The United Way Campaign is recognized as a proven method of cost-efficient fund raising. Monadnock United Way's goal is to maximize the amount of dollars going to community needs.

Monadnock United Way uses volunteers in all aspects of its work. For example, my employer has donated my time for several months to help in the campaign effort. Other volunteers provide their skills and expertise in fund distribution and all other aspects of Monadnock United Way. The extensive use of volunteers allows Monadnock United Way to maintain a small staff with low overhead.

MONADNOCK UNITED WAY IS JUST ANOTHER CHARITY
Monadnock United Way is more than another charity. It fights for children, education and financial stability in every community in our region. Their fundraising efforts spread local funds across all of their partner agencies, not just one agency.

WE HAVE A COMPANY POLICY AGAINST SOLICITING OUR EMPLOYEES
We understand your reluctance to have your employees continually solicited by a succession of worthy organizations. The Monadnock United Way was established to address this concern. Monadnock United Way runs one annual campaign that funds so many important area agencies that rely on our support.

MONADNOCK UNITED WAY ONLY HELPS THE POOR
Monadnock United Way services are directed toward many throughout all sectors of our community for the benefit of everyone. Examples of broad-based services include youth programs, family counseling, day care, health education, diagnostic programs, and drug and alcohol treatment programs. None of us knows when a tragedy will strike and when we will need help. Furthermore, each of you benefits from living and working in a healthier, happier community.

MONADNOCK UNITED WAY DUPLICATES SERVICES PROVIDED BY FEDERAL PROGRAMS
Each year 22 volunteers spend approximately 100 hours each evaluating the requests received by Monadnock United Way to fund local agencies and programs. This dedicated group works diligently to ensure the needs are truly there and that no services are duplicated.

THERE IS A MONADNOCK UNITED WAY AGENCY I DON'T LIKE. I WILL HAVE NOTHING TO DO WITH MONADNOCK UNITED WAY BECAUSE OF THIS
We respect your right to have this opinion. Remember, though, that a wide variety of services are performed by Monadnock United Way agencies throughout your community. Children, seniors, families, and others in need are all helped by your contribution. Not giving makes it more difficult to provide needed help across all sectors. You are also able to select where your donation goes through the MUW designation policy.
I WANT TO DECIDE WHERE MY MONEY SHOULD GO
You can! Monadnock United Way's designation policy allows you to direct all or part of your contribution to a focus areas or agencies which you feel need immediate resources.

I DON'T LIVE IN THIS COMMUNITY
Monadnock United Way's Donor Choice Program makes it possible for you to direct your contribution to the United Way serving your home community. You can take advantage of payroll deduction at the office while ensuring that your contribution supports services in your community.

MONADNOCK UNITED WAY IS NOT MEETING THE MOST IMPORTANT COMMUNITY NEEDS
Teams of volunteers review funded agencies to ensure that services are provided to people throughout the community. Not every problem can be solved, but the volunteers work to find the most effective, efficient ways of making the strongest impact. Sometimes this includes supplementary programs such as Gifts-In-Kind, management assistance, and staff training.

I CANNOT AFFORD TO RAISE MY GIFT TO MONADNOCK UNITED WAY; THERE ISN'T ENOUGH MONEY
We are all fighting the problems of the cost of living, and it does not get easier. You don’t have to raise your gift, but please continue to give.

I DON'T NEED TO MEET WITH YOU. JUST SEND THE MATERIALS. This extra responsibility of being the Employee Campaign Coordinator was dumped on me.
I can understand that you feel the Monadnock United Way campaign is an imposition on your time; I know I can help relieve a good part of the campaign routine. We also have materials and a campaign film that can be used to easily enhance your campaign. I want to assist you in planning and implementing the campaign. Remember, I am here to help! Let’s meet to discuss this opportunity.
DONOR CHOICE POLICY

Working together, the Investment Team identifies the most urgent current needs of the community and recommends allocations accordingly. In doing so, they make every effort to be accountable to you, while being responsive to the needs of local agencies and the people they serve.

However, if you wish to consider Donor Choice, you do have these options:

- **A Specific Monadnock United Way agency or program** – If you wish to designate your contribution to a specific Monadnock United Way agency or program, your donation is counted as the first dollars toward the agency's predetermined allocation. Your designated contribution actually increases an agency's funding only when total Donor Choice designations exceed the recommended allocation.

  **For example:** If an agency's allocation is $10,000 and they receive $2,000 in positive designations, their allocated amount will not increase. Using the same example, if the positive designations total $11,000, then the agency receives $1,000 above their allocated amount.

- **Other United Ways** – If you wish to designate your contribution to another service area, you may direct all or part of your contribution to a specific United Way.

- **Other Social Service agencies** – If you wish, you may also choose to designate part or all of your contribution to any 501 (c) (3) social service agency. The agency must be located in the Monadnock Region or, if out of the region, be funded by a United Way allocation process or be approved by the National Charities Information Bureau.

- **Omitting a Specific Monadnock United Way agency** – If you wish, you may request that a specific Monadnock United Way agency does not receive any of your contribution. If you choose this option, you continue to support the local network of social service agencies, but the omitted agency does not receive any of your contribution. Instead, the percent of your contribution that would have gone to that agency is deducted from their funding.

  **For example:** If an agency's allocation is 2% of the total dollars allocated to all of the agencies, and you choose to negatively designate this agency, 2% of your total gift will be withheld from their allocation. If that amount is less than $1.00, it will be rounded up to $1.00.

Designations to Monadnock United Way agencies are reported both to the agency and to the Allocations Committee for their consideration in determining future funding amounts.
THANK YOU LETTER/EMAIL TEMPLATE

Print this on your company letterhead, if allowable

Date

Employee Campaign Coordinator Name
Company
Address
City, State, Zip

Dear ____________,

It was a pleasure working with you on this year’s Monadnock United Way campaign. Your efforts make it possible for the MUW to help our community partners fight for children, education, and financial stability throughout our region.

Thanks to your efforts, people of all ages and from 36 Monadnock area towns will receive help when they need it. This assistance may come as emergency housing and access to food, early childhood educational supports, or parent education classes.

Once again, the employees of (company name here) have been very generous in their giving. Please share with them my thanks and appreciation for a job well done!

Thank you again.

Sincerely,

Your name
Loaned Employee
Your company name
<table>
<thead>
<tr>
<th>Acronym</th>
<th>Full Name</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>CI</td>
<td>Collective Impact</td>
<td>A collaborative, cross-sector approach where organizations bring together their strengths to more effectively address some of our regions’ most complex and pressing issues.</td>
</tr>
<tr>
<td>ECC</td>
<td>Employee Campaign Chair</td>
<td>Company employee responsible for running the workplace campaign.</td>
</tr>
<tr>
<td>ED</td>
<td>Executive Director</td>
<td>Responsible for overseeing the administration, programs and strategic plan of the organization.</td>
</tr>
<tr>
<td>EFSP</td>
<td>Emergency Food and Shelter Program</td>
<td>The program was created by Congress to help meet the needs of hungry and homeless people throughout the United States and its territories by allocating federal funds for the provision of food and shelter.</td>
</tr>
<tr>
<td>GCC</td>
<td>General Campaign Chair</td>
<td>MUW Volunteer whose role is to be an advocate for MUW and the annual Campaign in public engagements, events, and publications.</td>
</tr>
<tr>
<td>GCL</td>
<td>Global corporate Partner</td>
<td>United Way is uniquely positioned to help companies implement their global philanthropic goals by increasing employee engagement, furthering corporate social responsibility (CSR) work and enhancing consumer engagement and brand image in communities worldwide.</td>
</tr>
<tr>
<td>GRF</td>
<td>Global Results Framework</td>
<td>United Way data system for comparing results and outcomes towards focus areas across the country.</td>
</tr>
<tr>
<td>HIVE</td>
<td>High Impact Volunteer Engagement</td>
<td>Pilot program development system offered through the NH Center for Nonprofits and Volunteer.org. MUW is participating in 2019.</td>
</tr>
<tr>
<td>IM</td>
<td>Impact Monadnock</td>
<td>The community-led impact initiative of Monadnock United Way dedicated to supporting the region’s young children and families.</td>
</tr>
<tr>
<td>IMBA</td>
<td>Impact Monadnock Business Ambassadors</td>
<td>Local business leaders working to create stable, economically secure families and happy, safe well-educated children in the Monadnock Region.</td>
</tr>
<tr>
<td>LE</td>
<td>Loaned Employee</td>
<td>MUW Campaign Cabinet volunteer responsible for assisting the ECC run a successful workplace campaign.</td>
</tr>
<tr>
<td>LOI</td>
<td>Letter of Intent</td>
<td>A preliminary application for partners seeking MUW funding.</td>
</tr>
<tr>
<td>MHVA</td>
<td>Monadnock Home Visiting Alliance</td>
<td>Initiative of Monadnock United Way/Impact Monadnock. The vision of MHVA is to support at-risk families of children pre-natal to age 5 by expanding and strengthening best practice home visiting programs in the Monadnock Region.</td>
</tr>
<tr>
<td>MOA</td>
<td>Memorandum of Agreement</td>
<td>A written document describing a cooperative relationship between two parties wishing to work together on a project or to meet an agreed upon objective.</td>
</tr>
<tr>
<td>MOU</td>
<td>Memorandum of Understanding</td>
<td>A nonbinding agreement between two or more parties outlining the terms and details of an understanding, including each parties’ requirements and responsibilities.</td>
</tr>
<tr>
<td>MUW</td>
<td>Monadnock United Way</td>
<td>Monadnock United Way is dedicated to improving lives by mobilizing diverse partners and investing in programs and people to create long-lasting measurable change.</td>
</tr>
<tr>
<td>NHCF</td>
<td>New Hampshire Charitable Foundation</td>
<td>Works with citizens to maximize the power of their giving, support great work happening in our communities and lead and collaborate on high-impact initiatives.</td>
</tr>
<tr>
<td>NOFA</td>
<td>Notice of Funding Availability</td>
<td>Part of the Office Suite used for creating and maintaining spreadsheets.</td>
</tr>
<tr>
<td>PPT</td>
<td>PowerPoint</td>
<td>A disciplined way of thinking and taking action used by communities to improve the lives of children, families and the community as a whole.</td>
</tr>
<tr>
<td>RBA</td>
<td>Results Based Accountability</td>
<td>Department at MUW responsible for fundraising, campaign, and donor outreach.</td>
</tr>
<tr>
<td>RD</td>
<td>Resource Development</td>
<td>A document that solicits proposal, often made through a bidding process, by an agency or company interested in procurement of a service or valuable asset to potential suppliers to submit business proposals.</td>
</tr>
<tr>
<td>ROI</td>
<td>Return on Investment</td>
<td>Measures the gain or loss generated on an investment relative to the amount of time or money invested.</td>
</tr>
<tr>
<td>SOC</td>
<td>System of Care</td>
<td>A coordinated network of community-based services and supports characterized by a wide array of services and individualized care.</td>
</tr>
<tr>
<td>TNN</td>
<td>True North Networks</td>
<td>MUW’s IT provider.</td>
</tr>
<tr>
<td>UWW</td>
<td>United Way World Wide</td>
<td>The leadership and support organization for the network of nearly 1,800 community-based United Ways in 45 countries and territories.</td>
</tr>
<tr>
<td>Agency Name</td>
<td>Contact First Name</td>
<td>Contact Last Name</td>
</tr>
<tr>
<td>-----------------------------------------------------------------------------</td>
<td>--------------------</td>
<td>-------------------</td>
</tr>
<tr>
<td>Community Kitchen</td>
<td>Phoebe Braye</td>
<td><a href="mailto:pbray@thecommunitykitchen.onmicrosoft.com">pbray@thecommunitykitchen.onmicrosoft.com</a></td>
</tr>
<tr>
<td>HCS Home Healthcare, Hospice and Community Services (VNA at HCS)</td>
<td>Jessica Mack</td>
<td><a href="mailto:jmack@hcsservices.org">jmack@hcsservices.org</a></td>
</tr>
<tr>
<td>HCS Home Healthcare, Hospice and Community Services (VNA at HCS)</td>
<td>Susan Ashworth</td>
<td><a href="mailto:sashworth@hcsservices.org">sashworth@hcsservices.org</a></td>
</tr>
<tr>
<td>Hundred Nights Inc.</td>
<td>Mindy Cambiar</td>
<td><a href="mailto:mcambiar@hundrednightsinc.org">mcambiar@hundrednightsinc.org</a></td>
</tr>
<tr>
<td>Keene Day Care Center, Inc.</td>
<td>Suelaine Poling</td>
<td><a href="mailto:suelaine_kdccc@yahoo.com">suelaine_kdccc@yahoo.com</a></td>
</tr>
<tr>
<td>Monadnock Family Services</td>
<td>Chris Selmer</td>
<td><a href="mailto:cselmer@mfs.org">cselmer@mfs.org</a></td>
</tr>
<tr>
<td>Monadnock Family Services</td>
<td>Phil Wyzik</td>
<td><a href="mailto:pwyzik@mfs.org">pwyzik@mfs.org</a></td>
</tr>
<tr>
<td>Monadnock Family Services</td>
<td>Sam Lafortune</td>
<td><a href="mailto:sammee48@yahoo.com">sammee48@yahoo.com</a></td>
</tr>
<tr>
<td>Rise for baby and family</td>
<td>Alicia Deaver</td>
<td><a href="mailto:adeaver@riseforbabyandfamily.org">adeaver@riseforbabyandfamily.org</a>.</td>
</tr>
<tr>
<td>Southwestern Community Services, Inc.</td>
<td>Beth Daniels</td>
<td><a href="mailto:bdaniels@scshelps.org">bdaniels@scshelps.org</a></td>
</tr>
<tr>
<td>Southwestern Community Services, Inc.</td>
<td>Keith Thibault</td>
<td><a href="mailto:kthibault@scshelps.org">kthibault@scshelps.org</a></td>
</tr>
<tr>
<td>The River Center: a Family and Community Resource Center</td>
<td>Margaret Nelson</td>
<td><a href="mailto:mnelson@rivercenter.us">mnelson@rivercenter.us</a></td>
</tr>
<tr>
<td>Winchester Learning Center</td>
<td>Roberta Royce</td>
<td><a href="mailto:roycemlc@gmail.com">roycemlc@gmail.com</a></td>
</tr>
</tbody>
</table>
Better Together

Better Together...Understanding Today’s Realities
Too many people in our region are silently suffering. We may not see or experience the extent of their pain and stress. But it exists. Hardship hides behind closed doors. It lives in neighborhoods we know well and those we never walk through. It dwells in every corner of our community, near and far.

Consider this. Prior to Covid-19:
• We had the third highest rate of child abuse and neglect in the state
• Our children scored lower than the rest of the state in English and math
• One quarter of our residents were low-income. The rest of NH the rate is 1 in 5

These statistics are likely to get worse in the months to come.

When our neighbors cannot work, earn enough money, afford to buy enough food or keep a roof over their heads, hardships grow and multiply. This creates toxic stress that affects entire families and communities. And a downward cycle continues.

But it doesn’t have to be that way.

Our region has proven time and again that we are Better Together.

Better Together, we can:
• Ensure people have good food and safe homes
• Prepare children and families for success
• Help students stay on track in school

With your support, we can eliminate fear and uncertainty. We can lift up our region. We can make it vibrant in the face of hardship.

Your neighbors need you more than ever!

There are many ways you can donate!
Online: muw.org   Text: BETTER2GETHER to 41444   Payroll deduction: See your HR dept.
Mail: MUW, 23 Center Street, Keene, NH 03431

Monadnock United Way fights for children, education, and financial stability in every community throughout our region.
Better Together... Stronger Together
Our region is known for collaboration and MUW is proud of these four partnerships representing 22 community programs. By combining resources and working closely together, these programs help to ensure a vibrant region for all.

**Monadnock Region Afterschool Collective**
Children receive quality after school programming in safe environments with the coordinated efforts of these seven after-school programs in 13 locations across our region: ACCESS Winchester Afterschool Program • Hinsdale Afterschool Program • Keene Family YMCA School's Out Program (plus Chesterfield site) • Project Keep (at Symonds, Fuller, and Franklin Schools in Keene) • Project Edventure • Marlborough Afterschool • ACES 93 Afterschool Program (at Mt. Caesar and Cutler Schools in Swanzey, Troy Elementary, and Emerson Elementary in Fitzwilliam) • Hillsboro-Deering Before and Afterschool

**Monadnock Food Pantries Collective**
Seven local pantries are sharing funds, resources and buying power to provide healthy foods and fresh produce to people across the region: The Community Kitchen (Keene) • Gert’s Pantry (Swanzey) • Joan’s Pantry (Chesterfield) • The Federated Church Food Pantry (Marlborough) • Helping Hands of Troy • Jaffrey Food Pantry • Kidz Cupboard (Marlborough)

**Monadnock Alliance for Families**
Through this alliance, families can receive home visits, parenting classes, and supports along their entire parenting journey: Rise for baby and family • Monadnock Family Services • The River Center • The Grapevine • Home Healthcare, Hospice and Community Services

**Cheshire County Emergency Housing Collaborative**
Three programs have joined forces to move individuals into stable housing, providing emergency shelter, classes, and case management: Southwestern Community Services • Hundred Nights • Monadnock Center for Violence Prevention

Better Together... Preparing Children for Success
Investing in early childhood strengthens families; improves academic, social, and emotional outcomes; and has positive outcomes for education, health, employment, and civic life.

**Early Childhood Centers**
These child care centers are dedicated to providing affordable early childhood education programs that improve academic, social, and emotional outcomes: Keene Day Care Center, Inc. • Monadnock Community Early Learning Center (Peterborough) • Hillsboro Child Development Center, Southern NH Services – SNHS • Walpole Village School • Winchester Learning Center

**SCS Dental Program**
Preventative dental services are provided to young children and pregnant women through WIC-the Special Supplemental Nutrition Program for Women, Infants, and Children.

**Early Learning NH**
Raises awareness about the importance of the early years; champions early learning policy; and builds public-private partnerships that promote innovation and investment to strengthen early learning.

**MUW’s Impact Monadnock**
This initiative brings teams of community members together to address issues affecting young children and their families, like increasing family-friendly workplaces, supporting social-emotional growth, and ensuring that families have a voice in this community.

There are many ways you can donate!
**Online:** muw.org  **Text:** BETTER2GETHER to 41444  **Payroll deduction:** See your HR dept.

**Mail:** MUW, 23 Center Street, Keene, NH 03431

Monadnock United Way fights for children, education, and financial stability in every community throughout our region.
Our 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.
AT MONADNOCK UNITED WAY, WE FIGHT FOR CHILDREN, EDUCATION, AND FINANCIAL STABILITY IN EVERY COMMUNITY THROUGHOUT OUR REGION.

FOUNDATIONAL BASIC NEEDS

CHILDREN

EDUCATION

FINANCIAL STABILITY
In 2012, the Monadnock United Way (MUW) and the New Hampshire Charitable Foundation partnered with the NH Center for Public Policy Studies to conduct extensive research with a goal of uncovering gaps in the well-being of people living in the Monadnock Region. The goals of that study were to:

- Identify major trends and community needs in our region
- Identify evidence-based solutions to address those needs
- Explore a systems approach to address the needs at the root cause

Of the many factors that influence a community’s well-being, three foundational areas were identified as high priority for our community to address. In these three areas, our region fell significantly behind other areas of our state. Those include:

- **Children**—The rates of teenage pregnancy, and child abuse and neglect are higher in this region than all but three counties in the state.
- **Education**—High school students in this region generally scored lower than the top 25% in the rest of the state.
- **Financial Stability**—The region is losing high-paying jobs and our wages are the second lowest in the state.

These three factors tend to cycle together. On a positive note, when children, education, and financial stability needs are addressed as a whole, they positively affect other areas including substance abuse, hunger and homelessness.

There are several trends that MUW and many United Way offices across the country are experiencing. These challenges include:

- A slow decline in workplace campaign giving
- Difficulty finding and engaging volunteers
- Difficulty meeting annual fundraising goals
- Turnover in donor base, particularly at mid to high giving levels

In addition, we learned that regions across the country—and in New Hampshire—have stronger, more lasting effects when communities come together to address social needs using evidence-based practices in a systems-based approach. Some call this approach Impact, Community Impact, or Collective Impact. For simplicity, we are calling it Impact.

**OUR TIMEFRAME**

<table>
<thead>
<tr>
<th>ROADMAP FOR SUCCESS</th>
<th>COMMUNITY CONVERSATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>STRATEGIC PLAN</td>
<td>BOLD GOAL DEVELOPMENT</td>
</tr>
<tr>
<td>CHILDREN</td>
<td>PILOT NEW IMPACT</td>
</tr>
<tr>
<td>EDUCATION</td>
<td>INVESTMENT PROJECT</td>
</tr>
<tr>
<td>FINANCIAL STABILITY</td>
<td></td>
</tr>
</tbody>
</table>

Harvesting the Power of Community to Change Lives
With our changing landscape and these three foundational areas of need in mind, we realized that our model of investing solely in programs would not achieve long-term, sustainable change for our community.

We had also seen the positive outcomes of Impact as a backbone partner to Impact Monadnock (IM). With a focus on improving the physical, mental, and emotional well-being of children ages 0-5 and their families, it had become a model in the region and the state for bringing the community together to address these same three foundational areas.

In 2016, MUW developed a strategic plan to create a new path for the next five years that is based in Impact. During the strategic planning process, we engaged the University of New Hampshire in a study of our donors and community. We learned that MUW is a well-known entity with a strong and trusted relationship in the Monadnock Region.

We also learned that our donors support our plan to:

- Target resources to our region’s most pressing needs
- Invest in children, education, and financial stability
- Support basic needs, such as food and shelter
- Increase our focus on long-term strategies

For over 65 years, MUW has been committed to creating better lives for all in our region. Our five-year strategic plan provides a roadmap for investing in our community. Together, we will create lasting change by supporting strategies that are innovative, promising, and measurable. Historically, we have invested in programs. Today, we begin a new way of investing—by focusing on issues such as child neglect, lack of education, and the need for living wages—while helping to ensure that foundational needs such as food and shelter are available for those in need.

Together, we will harness the power of our community to address these needs by:

- Investing in children, education, financial stability, and basic needs
- Leveraging financial resources and support in and outside of our region
- Funding high impact and research-based initiatives
- Championing diverse collaborations
- Encouraging innovative practices
- Advocating for those in need
- Mobilizing people to get involved
- Communicating openly

**A STRONG FOUNDATION FOR IMPACT**

**ENGAGING IN IMPACT**

**PHASE-IN NEW INVESTMENT STRATEGY 2018-2021**

**GREATER IMPACT FOR BETTER LIVES! 2021 AND BEYOND**
OUR ACTION PLAN

INVEST IN OUR FUTURE

STRATEGIES
- Establish bold, quantifiable, community-wide goals for children, education, and financial stability
- Implement detailed strategies to advance our impact in these three focus areas
- Develop plans for allocating increased resources to our community impact in the focus areas

ACTIVITIES
- Involve partner agencies in the establishment of community goals
- Review research of regional, state, and national best practices that improve outcomes in the focus areas
- Invite our partners and the community to collaborate in addressing the focus areas
- Explore a merger with Impact Monadnock to expand current work in early childhood with impact on all focus areas
- Evaluate MUW-funded programs to ensure they continue to achieve measurable, positive outcomes
- Report results to the community every year

INCREASE REVENUE

STRATEGIES
- Grow the number of donors and dollars that support our community impact for children, education, and financial stability
- Diversify funding sources beyond the workplace campaign

ACTIVITIES
- Continue and expand efforts to recruit new donors and win back lapsed donors
- Build a year-round contact plan to ask, thank, inform, and engage our donors
- Develop a plan to win back and retain Leadership Givers
- Formalize a planned giving program
- Advocate for policy change
- Develop a mobile and social presence for giving

DEEPEN RELATIONSHIPS

STRATEGIES
- Develop year-round relationships with donors, both in the workplace and the community
- Develop a comprehensive volunteer engagement model that enhances our volunteers’ experience

ACTIVITIES
- Partner with corporations to better understand our donors and volunteers
- Segment and develop relationship management strategies for each constituent group
- Analyze data to understand what matters most to our constituents
- Directly thank and recognize all constituents and communicate the impact of their partnership, investment of time and/or financial support
- Align volunteer interests with opportunities in our focus areas
- Consider affinity groups to engage volunteerism

SHARE OUR STORIES

STRATEGIES
- Create an integrated communications plan designed to achieve awareness and understanding for all audiences and stakeholders
- Strengthen United Way’s position as a community impact leader and convener achieving results in children, education, and financial stability, through targeted communication and advocacy
- Inform and engage stakeholders through year-round, targeted, relevant messaging

ACTIVITIES
- Create a standing Board marketing and communications committee
- Establish a comprehensive communications plan to provide updates on community impact progress
- Clearly and consistently tell the MUW story
- Create targeted messages to motivate people to give, advocate, and volunteer
- Update our website
- Utilize social media effectively
- Create mobile-friendly experiences
- Better articulate the relationship between MUW and Impact Monadnock
OUR ACTION PLAN (CONTINUED)

BE EFFICIENT

STRATEGIES
Annually evaluate, align, and manage internal resources in support of strategic goals while maintaining efficient and accountable operations

ACTIVITIES
Align annual operating expenditures with strategic goals
Evaluate and optimize staff skills, structure, capacity, and composition
Update our IT infrastructure
Formalize Board governance processes
Explore collaborations for efficiencies
Explore office space lease to accommodate growth

STRATEGIC PLANNING COMMITTEE

STEERING COMMITTEE
Chair: Terry Williams
The Keene Sentinel
Kathy Harrington
Collinsworth
MUW/Monadnock Humane Society
Sylvia McBeth
Community Leader
John Hoffman
Community Leader
Cathy Sorenson
Home Healthcare Hospice and Community Services
Gregg Burdett
Big Brothers Big Sisters of New Hampshire
Jeff Miller
Community Leader
Rob Harris
Community Leader

RESOURCE DEVELOPMENT TEAM
Chair: Wink Faulkner
Advocacy Coach of New Hampshire
Jeff Fuller
Cedarcrest Center for Children with Disabilities
Katie Gardella
Prosper Fundraising Strategies
Dr. Anne E. Huot
Keene State College
Cameron Tease
Monadnock United Way

COMMUNICATIONS AND ADVOCACY TEAM
Chair: Sarah Kossayda
Healthy Monadnock
Jeff Bergeron
Cheshire Medical Center
Patricia Blake
People’s United Bank
Marjorie Droppa, Ph.D
Impact Monadnock
Helene Mogridge
Keene Family YMCA
Kelly Ricarte
Keene State College
Gary Custer
Monadnock United Way

IMPACT/EVALUATION TEAM
Chair: Ken Jue
Community Leader
Ashok Bahl
C&S Wholesale Grocers
Mike Kowalczyk
Markem-Imaje
Joe Marks
Baudelaire
JB Mack
Southwest Region Planning Commission
Kelly Brigham-Steiner
Monadnock United Way

OPERATIONS TEAM
Chair: Joe Parisi
Community Leader
Cathy Gray
Cedarcrest Center for Children with Disabilities
Richard Hill
Community Leader
Noel Spear
C&S Wholesale Grocers
Bill Stevens
Edward Jones
David Therrien
The Melanson Company

MONADNOCK UNITED WAY STAFF
Kathy Harrington
Collinsworth
Kelly Brigham-Steiner
Cameron Tease
Katherine Richardson
Nikki Sauber
Marjorie Droppa, Ph.D.
(Impact Monadnock)

REFERENCE MATERIAL
Community Well-Being in the Monadnock Region
http://www.muw.org/sites/default/files/NHPPC_monad_wellbeing_v5Final.pdf
An Investment in Community Well-Being: Preparing Monadnock Area Children for the Future
**ORGANIZATION NAME:** __________________________________________________________________________________

**LOANED EMPLOYEE NAME:** _______________________________________________________________________________

**Email:** _________________________________________________ **Phone:** ____________________________________

**CAMPAIGN COORDINATOR NAME:** ___________________________________________________________________________

**Email:** _________________________________________________ **Phone:** ____________________________________

**PAYROLL CONTROLLER NAME:** _______________________________________________________________________________

**Email:** _________________________________________________ **Phone:** ____________________________________

---

**CAMPAIGN DATA**

Total number of employees in your company *regardless of whether they pledged or not*: __________________________________________________________________________

---

**IMPORTANT INSTRUCTIONS:** Please complete the information below for **ONLY** those pledges enclosed in this envelope. Please include original copies of pledge forms, all cash/check contributions, and any other relevant information. Please make copies and deliver copies of pledge cards to **YOUR** payroll controller. **SIGN AND DATE BELOW.**

---

### PLEDGE DATA

<table>
<thead>
<tr>
<th>PAID IN FULL PLEDGES</th>
<th>NUMBER OF GIVERS</th>
<th>TOTAL MONEY PLEDGED</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cash</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Checks</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PLEDGES WITH BILLING</th>
<th>NUMBER OF GIVERS</th>
<th>TOTAL MONEY PLEDGED</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Payroll Deduction</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Bill Me</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**CORPORATE PLEDGE/MATCH** *(INCLUDE BLUE CORPORATE PLEDGE FORM)*

**SPECIAL EVENT FUNDRAISING** *(RAFFLES, etc.)*

**TOTALS:**

---

When completed, please contact your Loaned Employee (listed above), or call the Monadnock United Way office at 352-4209. Thank you for your help.

---

**Campaign Coordinator**

---

**Monadnock United Way**

23 Center Street, Keene, NH 03431-3399
603-352-4209
muw.org

---

**GIVE. ADVOCATE. VOLUNTEER.**

---

REVISION 3/09/2020 REP ENV SE
Monadnock United Way Pledge Form
Thank you for investing in our community!

1 MY INFORMATION

Mr/Mrs/Ms/Dr First Name Last Name
Street Apt#
City State ZIP
Preferred Phone ☐ Home ☐ Work ☐ Cell
Preferred Email ☐ Home ☐ Work
Employer ☐ Please contact me, I plan to retire in the next 3-5 years

2 PLEASE SELECT A GIVING OPTION

☐ EASY PAYROLL DEDUCTION
My pay period is (# of times per year):
☐ 24 ☐ 26 ☐ 48 ☐ 50 ☐ 52 ☐ Other: ______
I want to contribute the following amount each pay period:
☐ $50 ☐ $25 ☐ $10 ☐ $5 ☐ $3 ☐ Other: ______
TOTAL ANNUAL GIFT AMOUNT $ ______

☐ ONE TIME GIFT
To be paid by:
☐ Check/Cash (enclosed)
☐ Please bill me beginning ___/___/___
☐ Monthly ☐ Quarterly ☐ One-Time (minimum, home address required)

☐ OTHER
☐ Stock | IRA | Donor Advised Fund
☐ Planned Giving

☐ Easy Payroll Deduction
☐ One Time Gift
☐ Other

☐ Please list my name(s) as follows:

☐ I prefer that my gift remain anonymous

☐ I wish to be acknowledged by the organizations(s) I have selected. (Home and email addresses required.)

3 PLEASE CHOOSE HOW YOU WANT TO INVEST IN YOUR COMMUNITY

Note: Total of options A, B, and C should equal your total gift amount in step 2.

Option A - Monadnock United Way Impact Fund
☐ ADVANCE THE COMMON GOOD AND KEEP IT LOCAL Amount $ ______

Option B - Monadnock United Way Impact Areas
☐ Children and Education ☐ Financial Stability and Basic Needs Amount $ ______

Option C - I wish my gift to go to support a specific human service agency or another United Way.
☐ Designation | Agency Name and Address Amount $ ______

☐ I wish to be acknowledged by the organizations(s) I have selected. (Home and email addresses required.)

4 PLEASE SIGN BELOW

Donor Signature (Required) ________________________________ Date: ________________

PRIVACY POLICY We do not rent, trade or sell information about our donors. If you provide your electronic mail address, we will only use it to personalize the information you receive from us.

IMPORTANT TAX INFORMATION gifts to Monadnock United Way are tax deductible within the limits of current federal and state law. Tax laws require a receipt for individual payments of $250 or more to a charity. If you have any single payment above $250 for the tax year, we will send you a receipt (please provide your full home address). Please keep a copy of this pledge form, along with your paycheck records or cancelled check to serve as a record of your donation in accordance with IRS regulations.
Retire United

To all retirees and soon-to-be-retirees: We need you!

We appreciate your support of Monadnock United Way through the years, and we want you to stay involved.

We’d love to have your continued support for our annual campaign. And we also want to leverage your skills and expertise! MUW has various volunteer opportunities that are perfect for retirees.

Help us fight for children, education and financial stability in every community throughout our region.

Visit muw.com/RetireUnited for more information.

Let’s Stay Connected!

If you are interested in being involved with MUW during your retirement years, please call the MUW office at 603-352-4209, visit muw.org/RetireUnited or fill out the following information and submit to the MUW office at 23 Center St., Keene NH, 03431.

Name: _______________________ Email: _______________________ Phone: ____________________

Home Address: _________________________________________________________________________

City: ________________________  State: _____________     Zip Code: __________________

Retired from: (Company name): ____________________________________________________________

Which of these focus areas are you interested in:

☐ CHILDREN   ☐ EDUCATION   ☐ FINANCIAL STABILITY (AND BASIC NEEDS)

Tell us how you’d like to be involved: _______________________________________________________
______________________________________________________________________________________