GUIDING THE WORK: Volunteer Leadership

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Heather Staples Lavoie

Everything about Heather embodies the spirit of how to LIVE UNITED.

Heather illustrates the United Way call to actions of Give, Advocate, and Volunteer. She is a true community leader by how she gives her time, talent, and treasure. She is a prominent advocate of community health and volunteers with numerous organizations, including as a Board Member for Granite United Way and this year’s Southern Region Campaign Cabinet Chair. She and her husband, Brian, are also members of the Alexis de Tocqueville Society.

Heather does all of this while serving as the Chief Strategy Officer at Geneia. Did we mention – she’s a competitive mountain biker, Boston Marathon runner, and dedicated wife and mother to a blended family including four children?
Digging Deeper for Greater Impact

**LIVE UNITED.** It’s more than a t-shirt slogan or a call to action. It’s the way we live and work in our community. **This year, we’ve taken that concept and stretched it further than ever with your support, and have found new ways to address old problems.**

We are proud to share that more than 22,000 supporters have stepped up and contributed to the record-breaking $8.22 million Granite United Way campaign that will benefit more than 750 local nonprofits and reach more than 350,000 individuals and families. This would not be possible without the collective spirit of our donors, volunteers, and community partners.

**No single organization can do this work alone. United Way is dedicated to mobilizing the best resources to address the greatest challenges in our community.** We continue to focus our efforts in the areas of Education, Income, and Health, and we target each of our region’s specific needs. Inside these pages, we’ve assembled some of the stories that inspire us every day, such as the story of the four nonprofits we worked with to bring a financial coach to the community or the story of one woman ending her heroin use. Each story demonstrates that, by working together, we are able to bring access and critical services to those who need them.

**Thank you for partnering with us in these efforts.** We look forward to your continued involvement and support as we work together to make our community an even better place in which to live and work.

Sincerely,

Dean J. Christon
Chair, Board of Directors

Patrick M. Tufts
President and CEO

**Mission:** To improve the quality of people’s lives by bringing together the caring power of communities.

**Vision:** To be the preferred way people work together to build a community that values its collective responsibility to care for each other.
CONNECTING PEOPLE: Starts With You

350,000+ INDIVIDUALS & FAMILIES SERVED BY THE GRANITE UNITED WAY CAMPAIGN

750+ NONPROFIT AGENCIES receive funds from our annual campaign & each of these 501(c)(3) organizations is helping people across our community in a variety of ways

Funds are distributed in a number of ways by local volunteers:
- Local program grants
- Donor choice program
- Funded initiatives

300+ WORKPLACES host fundraising campaigns and recruit volunteers

2,000 VOLUNTEERS mobilized to give back to our community

20K+ DONORS give generously to our community

70 ALEXIS de TOCQUEVILLE donors who contribute $10,000 or more annually

4,916 LOYAL CONTRIBUTORS who have been giving to United Way for 10+ years

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LIVE UNITED

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Gossler Park Elementary School Principal, Lori Upham, started receiving some unusual calls from parents last fall when the “Leader in Me” program was initiated at her school.

“They wanted to know what was causing their children to do their homework, help put away dishes, and clean their rooms without being asked,” said Upham. “It’s incredible what this program has awakened in these students – a sense of pride and ownership of their actions.”

The program is based on Steven Covey’s 7 Habits of Highly Effective People and was implemented at the Gossler Park Elementary School in partnership with the City of Manchester Health Department through the Neighborhood Health Improvement Strategy (NHIS), funded in part by Granite United Way and other local and national sources.

“Dovetail Leadership,” a similar program that establishes leadership skills, was implemented at the Beech Street School this fall. Both schools are Community Schools as part of the Manchester Community Schools Project. The NHIS has also brought other support into the school community like parenting courses and the “Hi-SET” program, a high school equivalency test. Four adults have successfully completed this program, and twenty more are in the process of it.

The Manchester’s Neighborhood Health Improvement Strategy continues to garner the attention of national funders, including playing a key role in Manchester’s recognition as a recipient of the Robert Wood Johnson Foundation’s Culture of Health Prize.

Expanding the Reach: Reading Plus

Granite United Way’s Reading Plus initiative, an online silent reading intervention program, showed such remarkable success in the Berlin High School last year that the school district has expanded the program into the Middle School. This effort was made possible in part to a gift from Eversource Energy in memory of the late Gary Long, who also served as Granite United Way’s Board Chair and was known for his lifelong commitment to education.

To date, this literacy program has helped to improve reading skills in struggling students and helped more than 650 students across New Hampshire get back on track with their literacy skills.
One of the most powerful roles Granite United Way plays is as a convener – and some of the work we are doing in the Upper Valley is a great example of that. For the past year, financially vulnerable clients at four Upper Valley nonprofits – LISTEN Community Services, Twin Pines Housing Trust, Upper Valley Haven, and WISE – have had access to a financial coach, courtesy of the Consumer Finance Protection Bureau (CFPB.)

Suzanne Stofflet, Senior Director of Community Impact at Granite United Way, initially saw this federal program as a collaborative opportunity and worked with the four nonprofits to apply for the coach. The Upper Valley group is one of sixty diverse partner organizations, and the only collaboration that was selected to host a financial coach.

Megan Sather is a trained financial professional who serves as the area’s financial coach. She offers clients the opportunity to sit with her and receive customized guidance that is tailored to each individual’s unique situation.

“As a result of this guidance, we are seeing clients achieve stable housing; many for the first time in their lives. This program is without a doubt a success.” said Kyle Fisher, Administrative Director of LISTEN Community Services.

The synergy from this effort can be seen in the results. To date, 65% of clients have improved their financial capability and 99% are actively pursuing or have completed their individual goals. The Upper Valley program has proven to be one of the most successful in the nation.

**Numbers Speak For Themselves: VITA Program**

Our Volunteer Income Tax Assistance (VITA) Program volunteers prepared more than 5,000 individual tax returns this year and helped bring millions of dollars back into the bank accounts of New Hampshire residents.

This program continues to grow. This past tax season there was a 92% increase in participation in our Central Region. In addition to helping prepare tax returns, VITA volunteers also offered financial literacy education and encouraged savings.

“The VITA volunteer I worked with made sure I accessed more than $7,000 in Earned Income Tax Credits and other ones I was eligible for,” said Sarah D., a VITA client. “I was so grateful for that expertise.”

Pictured from left: Suzanne Stofflet, Granite United Way; Kyle Fisher, LISTEN Community Services; Renee Weeks, Upper Valley Haven; Kate Rohdenburg, WISE; Andrew Winter, Twin Pines Housing Trust; and Megan Sather, CFPB Financial Coach.
The Whole Village Family Resource Center, an initiative of Granite United Way, is celebrating its 20th year of providing caring, inclusive, inviting, and accessible services to residents throughout the Greater Plymouth area. Nestled just off of Tenney Mountain Highway in Plymouth, Whole Village is home to more than thirteen agencies that provide services in the building, and another 120 groups who use the building for meeting space.

Each year, thousands of residents walk through the doors of Whole Village to utilize their many services. Whole Village offers a unique, multi-generational approach to programming at the facility. For the last two decades, Whole Village has offered Family Fun Night events, parent education classes, cooking and nutrition classes, employment search and resume support, case management, free tax preparation, and high-quality child care to countless families in the community. The past year was the biggest yet for Whole Village, with over 15,000 community members utilizing services and attending meetings within the building.

“It’s truly a unique environment; one built to serve the families of this community,” said Susan Amburg, Director of the Whole Village Family Resource Center. “We’ve continued to adapt to the needs of this community. As the needs change, so do our programs and services.”

Completing the circle

When Donna Ryan first arrived in Plymouth twenty years ago, she was a single mother with two young children setting down roots in New Hampshire. She quickly found the Whole Village Family Resource Center, and credits the assistance she received for giving her opportunities she might not have had.

“The services at Whole Village were everything I needed as a single mom. There was quality care for my children, great programs to be a part of, and I also developed lasting friendships,” said Donna. “I feel so fortunate to have had such a great resource in my backyard.”

Donna wants to make sure that others have that same resource available to them. She volunteers her time at the Whole Village Family Resource Center to “make sure other families locate the services they need to be independent and strong.”

Donna Ryan
Whole Village Family Resource Center Volunteer
New Models of Collaboration

New Hampshire is facing an extraordinary opioid crisis and Granite United Way has been partnering with local and state officials, public health networks, and nonprofits to address this devastating concern.

Our 2-1-1NH call center has partnered with the successful Manchester and Auburn-based “Safe Station” programs to help connect more than 200 individuals with life-saving recovery services. At the state level, 2-1-1NH has also been featured as a number to call for recovery with the “Anyone, Anytime” campaign.

In addition to these partnerships, we have been expanding our work with the public health networks across the state. With nearly ten years of successfully spearheading regional prevention initiatives through the Capital Area Public Health Network, Granite United Way made some significant inroads with two other regional public health networks this year.

In 2015, the Carroll County Coalition for Public Health (also known as “C3PH”) merged with Granite United Way. This partnership has helped bring additional resources to the area with a renewed focus on addressing major issues like the New Hampshire opioid crisis.

Granite United Way has also supported the formation of the South Central Public Health Network (formerly known as “Greater Derry Public Health Network”) by convening four key partner organizations in the region. Through a dedicated collaboration between Greater Derry Community Health Services, Center for Life Management, Community Alliance for Teen Safety, and Parkland Medical Center, the reinvigorated Network has made significant progress in its outreach efforts over the past six months. A Public Health Advisory Council has been created, comprised of key leaders from all community sectors. In addition, the Network has developed its first Community Health Improvement Plan (CHIP), with a focus on several pressing issues facing the region, including: Obesity, Behavioral Health Care, Substance Misuse and Addiction, Injury Prevention, and Public Health Emergency Preparedness.

Nicole’s Story: Fresh Start

It happened almost overnight. One day, Nicole Gregory, (pictured above, left) was a healthy, happy teenager with loving parents and a bright future. The next day, she was mixed up in a world of darkness that led her to a devastating opioid addiction and daily heroin use. Expelled from high school, she completed her education at Second Start, one of Granite United Way’s funded partners, in Concord. Group and individual counseling helped, but it would take a collective effort to break Nicole’s cycle.

“It took years to get through to her with our intervention program,” said Kim Haley, from Second Start, (pictured above, right). “All that time, we worked together to plant the seeds of a better life for her.”

Nicole’s world continued to spiral downward as she faced hospitalizations and jail time. She continued to stay in contact with Kim as a source of support. Her family was able to secure a spot for her in a six month detox/rehabilitation program and pleaded with her to go.

“I was so sick; all I could think about was how my dealer could get to me the next high,” said Nicole. “I didn’t see any way out of that life so I kept refusing treatment, denying that it would work. In August 2014, I called my dad and finally said yes to the help.”

It wasn’t easy. Nicole called home almost daily, wanting to quit. However, the more time she spent in treatment, the better she felt. It has been two years since she used heroin. With goals of raising a family and getting a degree to work in the recovery field, Nicole is optimistic. “I want to help others see that although it’s different for everyone, every day is an opportunity.”

Nicole knows now that it is possible to emerge from the darkness of the disease. “Chase your recovery the way you chase your next high,” she said. “If you really want to be clean, you’ll do everything in your power to be clean.”
At the conclusion of each campaign year, Granite United Way recognizes some of our most supportive donors, volunteers, and corporate partners. This year we are proud to showcase those recipients here. Our success relies on the support of individuals and corporations committed to our community. The awards reflect our three areas of impact: Give, Advocate, and Volunteer. In addition, we have chosen several Employee Campaign Coordinators who went above and beyond. Our “Live United” Award is presented to those who embody the spirit of that campaign mantra.

**GIVE Awards**
Wayne Trombly, Ladesco Inc.
N.H. Distributors, LLC
EPTAM Plastics
Woodsville Guaranty Savings Bank

**ADVOCATE Awards**
Christine Brennan & Lori Upham, Principals, Community Schools
Boys & Girls Clubs of Central NH
Family Resource Center, Lakes Region Community Services
Grafton County Senior Citizen Council

**VOLUNTEER Awards**
Matt James, Eastern Bank
Jeffery Savage, Franklin Savings Bank
K. Mark Primeau, Bank of New Hampshire
Roger Gingue, White Mountain Footwear

**EMPLOYEE CAMPAIGN COORDINATORS**
Campaign Team at Eversource Energy
Dawn Hamel, Nathan Wechsler & Company
Deb Keith, Pike Industries, Inc.

**LIVE UNITED Awards**
Linda Day, Concord Group Insurance
Mike Persson, Lawson Persson and Chisholm, PC
Appalachian Mountain Teen Project
Belknap Economic Development Council
Boys & Girls Club of the Lakes Region
Carey House, Salvation Army of Laconia
Family Resource Center,
  Lakes Region Community Services
Health First Family Care Center
Laconia Area Community Land Trust
Lakes Region Child Care Services

**Granite Awards**
With gratitude to leadership and employees for contribution of more than $100,000 to the 2015 Campaign
Bank of New Hampshire
Comcast
Dartmouth College
Dartmouth-Hitchcock
Elliot Hospital
Eversource Energy
Hannaford Supermarkets
Hypertherm, Inc.
Lincoln Financial Group
LG Healthcare
New Hampshire State Employees’ Charitable Campaign
New Hampshire Housing Finance Authority
New Hampshire Mutual Bancorp
PROCON
Southern New Hampshire University
TD Bank
United Parcel Service

Pictured from top: Wayne Trombly receives GIVE Award from Patrick Tufts, Mayor Ted Gatsas, and Dean Christon. The Grafton County Senior Citizen Council is honored with the ADVOCATE Award. Chris Emond from the Boys & Girls Club of Central NH receives the ADVOCATE Award. LIVE UNITED Awards were presented to the members of the Financial Stability Partnership.
Alexis de Tocqueville Society

Granite United Way's Alexis de Toqueville Society is a powerful group of local business, civic, and philanthropic leaders with a common dedication to investing in our community with an annual gift to United Way of $10,000 or more. When joining the Alexis de Tocqueville Society, these individuals demonstrated profound leadership and a deep level of commitment to our community.

**Ordre d’Égalité ($50,000 – $74,999)**
The Jack & Dorothy Byrne Foundation
TOSA Foundation
2 donors wish to remain anonymous

**Ordre de Liberté ($25,000 – $49,999)**
Mark & Sally Stebbins
J.F. Swope Fund of the NH Charitable Foundation
2 donors wish to remain anonymous

**Ordre de Classique ($15,000 – $24,999)**
Kraig Burnham
David Glidden
Dennis & Elizabeth Hager
Paul LeBlanc & Pat Findlen
Wayne & Kathryn Trombly
Norm & Pat Turcotte
Edwin S. Webster Foundation

**Membres de la Société ($10,000 – $14,999)**
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Bill & Tina Bedor
Botnick Family Foundation
Fraser Cameron*
William L. Chapman*
Cochran Family Fund of the NH Charitable Foundation
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Heather & Brian Lavoie
The Lovett-Woodsum Foundation
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Bayne & Jeanie Stevenson
Jared & Meredith Stidham*
Kurt & Elaine Swenson
Patrick & Allison Tufts
Roger B. Walcott, Jr.*
Alex & Lisa Walker
Charles A. & Lynne M. Walker*
Doug & Tara Weckstein

* We are delighted to welcome our newest members of the Society.

**Inspiring Members**

John Swope has been one of New Hampshire's most dedicated supporters of United Way and has led the way in personal philanthropy. Over the past two years, he has generously offered two incredible Challenge Matches, totaling $50,000. His first match inspired new and increased gifts to Granite United Way, and no one could have predicted the success of his 2015 Alexis de Tocqueville Society Challenge Match.

"I wanted to engage more individuals in the Alexis de Tocqueville Society," said Swope, a Concord resident. "My challenge to our community was to see more people step up and invest deeper into the needs around us."

This year, 17 people met that challenge and became members of the now 70 person Society.
Our annual Day of Caring events represent New Hampshire’s single largest mobilization of volunteers. Over 1,400 volunteers across six different regions completed 174 projects and donated nearly $130,000 worth of ‘sweat equity’ to local nonprofits.

This year, by partnering with Volunteer NH, Granite United Way has also been able to offer volunteer opportunities year-round by utilizing a new system to recruit volunteers called Galaxy Digital.

This is an excellent opportunity for community members to connect with nonprofit agencies needing help with everything from manual labor, like landscaping, to administrative support, tutoring, and mentorships. Both one-time and year-long opportunities are now available for view. We have also established a popular Facebook page called “Volunteer Upper Valley,” where nonprofits can post local opportunities in that region.
Leadership Giving

Granite United Way's Leadership donors are a dedicated group of supporters who contribute $1,000 or more each year to our community. Thank you for your generous giving.

Champion ($5,000 - 9,999)
- Patricia M. Anderson
- Lisa Baldez & John Carey
- James & Gwynne Burkhardt
- Bruce Carrozzi
- David & Susan Cassidy
- Dean & Evangeline Christie
- Dan & Joan Collison
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- William & Susan Cutillo
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- Robert & Miriam Smith
- Thomas Tomai
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4 Anonymous donors

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- Dr. & Mrs. Anthony Aversa
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- 5 Anonymous donors

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- Scott & Susan Ellison
- Chalre's Elmore
- Wayland C. Elwood
- Waryn & Julia Emley
- Philip B. Emma & LuAnn Morgan-Emma
- John S. Engelmann
- BJ Entwistle
- Eric J. Esau
- Mr. Peter Evers
- Nicholas Faitoute
- Scott & Laurie Faur
- Paul J. & Catherine B. Farrell
- Dr. Nathan Faulkner & Dr. Julia Burdick
- William Faulkner
- David & Lina Fectue
- Andrea & Paul Felix
- Bruce & Susan Fendy
- Bill & Lynn Fenollosa
- Scott & Rachel Fisan in memory of Jeanne Fislon
- Gavan Finley
- Sarah Finne
- Janice & Bill Fischel
- Jess Fitzgerald

NH Charitable Foundation
1. Eversource Energy
2. NH State Employees’ Charitable Campaign
3. Dartmouth College
4. Comcast
5. United Parcel Service
6. Hypertherm, Inc.
7. Elliot Hospital
8. Lincoln Financial Group
9. Dartmouth-Hitchcock
10. Southern New Hampshire University
11. LRGHealthcare
12. TD Bank
13. Bank of New Hampshire
14. New Hampshire Housing Finance Authority
15. Hannaford Supermarkets
16. New Hampshire Mutual Bancorp
17. Pike Industries, Inc.
18. Velcro USA Inc.
19. New Hampshire Charitable Foundation
20. Concord Hospital
21. Cogswell Benevolent Trust
22. JSI Research & Training Institute, Inc.
23. Citizens Bank
24. McLane Middleton
25. Enterprise Rent-A-Car
26. PROCON
27. Evergreen Institute for Wellness
28. Catholic Medical Center
29. St. Mary’s Bank
30. Texas Instruments
31. Dyn Inc.
32. Timken Aerospace
33. Eastern Bank
34. Devine Millimeter
35. City of Concord
36. Bank of America
37. People’s United Bank
38. True Value
39. Sheehan Pinney Bass + Green PA
40. Granite United Way
41. Liberty Utilities
42. Elektrisola, Inc.
43. Shaw’s Supermarket
44. City of Manchester
45. Dimatix Fujifilm
46. Jane B. Cook 1983 Charitable Trust
47. The Rowley Agency, Inc.
48. Northeast Delta Dental
49. Harvey Construction Corporation
50. SilverTech, Inc.
Paul Rizzi, of Merrimack County Savings Bank, (second from left) was presented with the Rumford Leadership Award by Granite United Way President & CEO Patrick Tufts (far left) at the Fall 2015 Leadership event hosted by Susan and Stephen Duprey (pictured right).
MEASURE THE SUCCESS: All the numbers

Granite United Way in a snapshot

Community Impact Awards to partner agencies $2,360,600
Donor designated gifts to Health and Human Service agencies 1,895,593
Granite United Way Program services 3,110,434
Total Community Investments $7,366,627

CONDENSED STATEMENT OF FINANCIAL POSITION (March 31, 2016)

<table>
<thead>
<tr>
<th>Account</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$926,116</td>
</tr>
<tr>
<td>Pledges &amp; grants receivable</td>
<td>3,673,854</td>
</tr>
<tr>
<td>Prepaid expenses and other receivables</td>
<td>154,659</td>
</tr>
<tr>
<td>Investments</td>
<td>463,743</td>
</tr>
<tr>
<td><strong>TOTAL CURRENT ASSETS</strong></td>
<td>$5,218,372</td>
</tr>
<tr>
<td>Investments-endowment</td>
<td>147,597</td>
</tr>
<tr>
<td>Beneficial interest in assets held by others (NHCF)</td>
<td>1,587,401</td>
</tr>
<tr>
<td>Property and equipment, net</td>
<td>1,303,019</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td>$8,256,389</td>
</tr>
<tr>
<td>Future allocations payable and donor designations payable</td>
<td>$3,747,440</td>
</tr>
<tr>
<td>Accrued expenses</td>
<td>120,736</td>
</tr>
<tr>
<td>Accounts payable</td>
<td>18,958</td>
</tr>
<tr>
<td>Deferred revenue on designation fees</td>
<td>47,344</td>
</tr>
<tr>
<td>Long-term debt</td>
<td>250,701</td>
</tr>
<tr>
<td>Funds held for others</td>
<td>28,960</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES</strong></td>
<td>4,214,139</td>
</tr>
<tr>
<td>Unrestricted net assets</td>
<td>(690,769)</td>
</tr>
<tr>
<td>Temporarily restricted net assets</td>
<td>4,632,622</td>
</tr>
<tr>
<td>Permanently restricted net assets</td>
<td>100,397</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES AND NET ASSETS</strong></td>
<td>$8,256,389</td>
</tr>
</tbody>
</table>

CONDENSED STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS (Year ended March 31, 2016)

<table>
<thead>
<tr>
<th>Account</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public support</td>
<td>$6,741,113</td>
</tr>
<tr>
<td>Grant revenue</td>
<td>635,227</td>
</tr>
<tr>
<td>Sponsorships and other restricted contributions</td>
<td>716,447</td>
</tr>
<tr>
<td>In-kind contributions</td>
<td>57,365</td>
</tr>
<tr>
<td><strong>TOTAL PUBLIC SUPPORT</strong></td>
<td>$8,150,152</td>
</tr>
<tr>
<td>Administrative fees</td>
<td>58,073</td>
</tr>
<tr>
<td>Investment income</td>
<td>93,077</td>
</tr>
<tr>
<td>Realized and unrealized gain on investments</td>
<td>(10,578)</td>
</tr>
<tr>
<td>Decrease in the value of beneficial interest in trusts, net of fees of $11,422</td>
<td>(150,302)</td>
</tr>
<tr>
<td>Miscellaneous income</td>
<td>83,273</td>
</tr>
<tr>
<td><strong>TOTAL SUPPORT AND REVENUE</strong></td>
<td>$8,223,695</td>
</tr>
<tr>
<td>Program services</td>
<td>5,471,034</td>
</tr>
<tr>
<td>Donor designations</td>
<td>1,895,593</td>
</tr>
<tr>
<td>Operating expenses</td>
<td>1,237,636</td>
</tr>
<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td>$8,604,263</td>
</tr>
<tr>
<td>Increase (decrease) in net assets from operations</td>
<td>(380,568)</td>
</tr>
<tr>
<td>Net assets, beginning of year</td>
<td>4,422,818</td>
</tr>
<tr>
<td>Net assets, end of year</td>
<td>$4,042,250</td>
</tr>
</tbody>
</table>

Granite United Way does not charge any member dues or fees from participating charitable organizations

APPLAUDING THE EFFORTS

Granite United Way was recognized at the United Way Worldwide Community Leaders Conference in Vancouver, British Columbia, when we were presented with the Common Good Award Honorable Mention for our work in Community Schools.

Volunteer NH presented Granite United Way with the Outstanding Champion Award during the 13th Annual Spirit of New Hampshire Awards.

Cindy Read, Chief Financial Officer, was named one of three national finalists for the United Way Finance Professional of the Year 2015.

Two Granite United Way staff members, Meredith Stidham and Deo Mwano, were named in New Hampshire Union Leader's prestigious ‘40 Under Forty’ Class of 2016.
Thank you for your support!

Please remember Granite United Way in your estate plans.

Photography throughout this report has been generously donated by
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