

**LIVE UNITED**

United Way  
of Greater Nashua

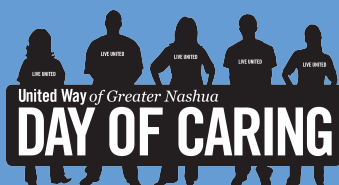
# GREAT THINGS HAPPEN WHEN WE LIVE UNITED

## GIVE. ADVOCATE. VOLUNTEER.

### LIVE UNITED

## Get involved with Volunteering!

- Days of Caring
- Food distribution
- Food and supply drives
- Fundraising events
- Marketing, fundraising, and advisory committees
- Grant making and community investment
- Volunteer tutoring
- Skills-based volunteer projects



## Supporting our Community in Every Way

- Fiscal agency (GrowNashua, UpBeat Nashua)
- Community Building Coalitions (Nashua Prevention Coalition, Smart Start, One Greater Nashua)
- Volunteer Income Tax Assistance
- Community Connections Radio Show
- Volunteer Greater Nashua
- 211 and SingleCare
- Pop-up food pantries
- Rosie's Pantry



2-1-1



## Coronavirus (COVID-19) Response

<b>116,205</b> school breakfasts & lunches delivered from <b>26</b> sites	<b>3,000</b> rolls of toilet paper distributed	<b>21,590+</b> volunteer hours logged
<b>21,000+</b> people receiving fresh fruits and vegetables	<b>210</b> families helped with SHOP UNITED or home deliveries	<b>30</b> tents <b>80</b> pillows <b>30</b> sleeping bags delivered to the homeless
<b>500+</b> gallons of custom made hand sanitizer distributed	<b>444</b> hotspots <b>&gt;850</b> students to Wi-Fi	<b>55</b> relief grants made to non-profits
<b>1,755,850</b> face masks distributed	<b>3,500+</b> laptops distributed for remote learning	<b>951+</b> active volunteers
<b>100+</b> agencies & small businesses given in-kind donations of supplies	<b>&gt;10,000</b> non-perishable food items collected for local food pantries	
<b>1,000</b> face shields & <b>900</b> medical gowns distributed	<b>59</b> infrared thermometers distributed	

## Become a Community Partner

- Small Business United
- Event and initiative sponsorship
- Run a workplace campaign
- Become an individual donor

## Help us build a Strong Safety Net

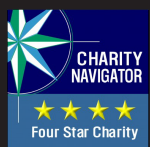
Community needs assessment and community partnership investment

- Health
- Education
- Economic mobility

## Give with Confidence – Put your trust in us

**98%** of funds raised stay in community

**85%** of funds raised support the work



Charity Navigator  
4 Star Rating



GuideStar  
Platinum Rating

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## How does United Way of Greater Nashua impact the community?

Traditionally, United Way has been thought of as an agency which raises funds and makes grants to local nonprofit organizations. And that is still true. However, over the past several years, United Way has increasingly broadened its community impact beyond grant making, but it is often difficult to understand this impact simply by reading the organization's financials. The purpose of this document is to illuminate these areas more fully for the potential volunteer and/or donor.

Looked at through the "traditional" lens, one might ask how an organization with \$2.418 million in FY 2021 Revenue could make only \$372K in grants. Yet when one looks more deeply at what United Way of Greater Nashua (UWGN) actually does, it becomes clearer that the impact goes WELL BEYOND community impact grants.

By the end of this report, you will see that in FY2021 UWGN returned a total of \$3,016 million to the community as its total investment on a revenue of just \$2,418 million. What does this mean to the donor? It means that an investment of \$1 in United Way of Greater Nashua results in \$1.25 being invested in the community! Nonprofits are often asked "how much of their expenses go to the program versus overhead and marketing" and a good answer is typically around 80% or more. However, you will see that when the entire picture of community impact at UWGN is taken into account, our answer is actually 125%!

**A word about revenue** -- As will be discussed, over the years the model for generating revenue at United Way has evolved and changed dramatically. If one looks back 10 years, the picture would be of a UWGN dominated by revenues from the workplace campaign at BAE Systems. While very substantial, these revenues masked the picture that most of the giving was actually "designated" as gifts to other communities outside of the UWGN footprint. This is because the entirety of BAE's nationwide campaign actually ran through the books of UWGN. When the company changed their giving model, it included two components: 1) utilizing a third-party processor, and 2) changing their giving focus to be for STEM education and veterans' issues. Therefore, the funds coming through and to UWGN changed dramatically, and the portion remaining in the community dropped even more precipitously. By 2015 annual revenues at UWGN had dropped from \$4.2 million in 2011 to under \$800K. Of course, over that time period other workplace campaigns had also dropped in their historical effectiveness or disappeared altogether. This trend continues to this day. Even though workplace campaigns are still an important piece of the fundraising pie, it seems to have bottomed out at around \$350K. Clearly this is a challenge which called for a new approach.

Since 2015, UWGN has greatly expanded its fundraising efforts in other areas. These include individual giving – which continues to grow as more volunteers become engaged and travel down the volunteer/donor continuum, sponsorships and unrestricted grant donations as corporations and foundations continue to see the great value they received by publicly partnering with UWGN, event based fundraising including the innovative Sleepout, Over the Edge, Skydive United, Nashua Nor'Easter, and more recently Cornhole Tournament and Recycling Events. UWGN continues also, as part of individual giving, to work at growing its planned giving program. Last, but most certainly not least, UWGN has greatly expanded the restricted grants it solicits to bring funds to the community to support important impact areas including early childhood education, immigrant integration efforts, and school tutoring supports. As they say, "the times, they are a-changin'."

**Volunteers** – UWGN engaged in CY2021 hundreds of volunteers in 9,968 hours of volunteerism. The volunteers did everything from building community gardens to distributing food, from refurbishing computers for students to tutoring those same students, from collecting baby supplies to distributing face masks, from helping homebound seniors with care packages to supporting young families with a community baby shower. UWGN even holds bi-monthly food drives with its volunteers for the purpose of bringing critical foods and supplies to local food pantries. In order to accomplish its volunteer impact in the community, UWGN hired a full time Volunteer and Community Engagement Director in 2019. The easiest way to measure the actual impact of this volunteerism is by the value of a volunteer hour as estimated by



the Non-Profit Times, the IRS and others, which is \$28.54 per hour. Therefore, the value UWGN volunteers brought to the Greater Nashua community in 2021 was **\$284,487**.

**In-kind Donations** – UWGN has increasingly become a trusted partner in the community to facilitate in-kind donations which support the community. During the pandemic this has included large donations of facemasks, hand sanitizer, and laptop computers. UWGN has been the agency of choice to take in and distribute over 2 million facemasks along with many hundreds of gallons of hand sanitizer. In support of local student learning needs, UWGN has taken in, refurbished for use, and distributed over 2,000 laptop computers and Chromebooks. The total value of these in-kind donations, which represent a significant value to the community, was **\$191,731** in the fiscal year 2021.

**Fiscal Agency** – UWGN serves as the fiscal home for a number of community programs. By serving in this role, these organizations can accomplish their important work without the need to operate as their own independent nonprofits. Therefore, they can rely on UWGN to do their accounting, run their payroll, carry their insurance, and provide their donors with tax deductible receipts... and as programs they can focus on doing their important work in the community! For the most part, each of these Fiscal Agencies is responsible for generating their own funding and managing their own expenses, all of which takes place under the umbrella of UWGN. The dollars expended by any of these programs is equivalent to UWGN making a grant to that program in the same amount for their work, with the funding coming from a combination of private parties and state and federal sources.

- **Nashua Prevention Coalition**: Provides important programming to prevent substance abuse, especially among youth. Collects and reports on data related to drug abuse, mental health, and other risk factors. In FY 2021, UWGN expended **\$103,933** on these programs. Additionally, the NPC booked 3,876 hours of volunteering equating to **\$110,621** in community value.
- **Grow Nashua**: The mission of Grow Nashua is to increase local food growing capacity by developing urban farming programs, primarily for the benefit of low-income individuals and families. In FY 2021, UWGN expended **\$213,814** on these programs. Additionally, Grow Nashua booked 2,100 hours of volunteering equating to **\$59,934** in community value.
- **UpBeat NH**: UpBeat NH (previously known as Sinfonietta Strings) is a program which brings strings teaching (violin, viola, cello) to low-income students. These programs are not otherwise taught in the public schools and the outcomes include improved mental health, brain development, responsibility, and team building. In FY 2021, UWGN expended **\$73,428** on these programs. Additionally, Upbeat booked 400 hours of volunteering equating to **\$11,416** in community value.
- **Family Funds and other Fiscal Agencies**: UWGN also supports a number of much smaller fiscal agencies, such as the Rohingya Society and One Greater Nashua, as well as supporting a number of targeted family funds, including A Lift from AJ and the O'Mara fund. Because of UWGN's support, these programs created **\$50,869** in community investment value in 2021 along with a significant number of volunteer hours.

#### **Community Impact Grants –**

- **Traditional Program Grants** – UWGN makes grants that typically last 3 years to local partner agencies. These grants are for programs and must be used within the programs themselves, not for general overhead purposes. Therefore, donors will understand that a UWGN donation truly goes toward work which is measured and accountable. Currently UWGN has over 30 program grants with 20 different agencies totaling **\$372,000** per year. In addition to the stated value, grants are also used to leverage additional sources of funding. Each year the grants made by UWGN benefit hundreds of families and thousands of individuals in Greater Nashua with access to health, education, and economic mobility.

**Restricted Grants** – UWGN works to bring additional resources to the Greater Nashua Community for specific focus areas which are of high relevance in health, education, and economic mobility. Each of these grants represents new



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funding that is put into the community (i.e., invested). Much of this becomes grants to subrecipients as well, further supporting the vital work by local community partners.

- **DOE/ELL** – This grant from the NH Department of Education was from CARES Act dollars as part of the nation’s pandemic response. In this case UWGN put in place measures, in partnership with the Nashua School District, to directly impact English Language Learners effected by the COVID school shutdowns and remote learning. In total in FY 2021 this grant allowed UWGN to invest **\$146,524** into the community, creating a language lab, supporting the technology and curriculum needs of ELL students, and connecting many students to the internet.
- **GEER** – This grant began in 2021 and will continue through the end of 2023. It supports agencies in Greater Nashua, for example, the Youth Council, as well as agencies in other parts of the State of NH such as St. Anselm College, to help bridge the COVID learning gaps of students who are natively speakers of a language other than English. In FY2021, UWGN invested **\$70,953** in the community as a result of this funding. Over the course of the grant’s lifetime, it is anticipated that a total of \$800K will be invested in the community.
- **PDG** – The Preschool Development Grant (PDG) is a Federal Grant administered in the State of NH by UNH. As a recipient of this grant UWGN is able to dedicate resources to a coalition of partners serving Greater Nashua which is singularly focused on improving educational outcomes with an emphasis on early childhood daycare and education. The grant has allowed us to directly provide laptops and software to families, administer a coalition effort, and make sub-grants to many partners including the Nashua Regional Planning Commission, New Futures, WayPoint, Greater Nashua Mental Health, and others. In FY21, UWGN invested **\$332,001** in these early childhood education efforts as a result of this grant. Additionally, the SmartStart coalition mobilized 500 hours of volunteerism representing an additional **\$14,270** of community investment. The full 2-year grant investment is expected to be appx. \$750K.

**Campaign Designations to Community Nonprofits** – While it is true that most donors to United Way give to the general fund, which in turn allows UWGN to make grants to local partner programs, there are also donors who will give through the UWGN campaign directly to a designated agency. This giving flexibility represents an additional fundraising opportunity for local nonprofits via the UWGN campaign and is, as such, a UWGN investment in the community. In FY2021, UWGN invested **\$60,716** back into the community via these donor designated gifts.

**FamilyWise / Singlecare** – As a result of United Way’s partnership with FamilyWise / Singlecare, discount prescriptions are available to the public via a discount card provided free of charge to the public. In 2021 this card was used by 1,231 individuals in Greater Nashua with a savings of **\$158,432**. These are dollars which go directly back into family pockets to be used for other expenses such as food, clothing, or shelter.

**Emergency Food and Shelter Program Grants** – UWGN serves as the administrator (without compensation) for the Federal Government’s EFSP Grants. These grants provide for basic food and shelter supports in the community. UWGN’s leadership of this process in 2021 enabled 22+ grants to be made totaling **\$164,928** of community investment into a variety of local basic needs / safety net agencies.

**Youth Homeless Supports** – UWGN hosted a new fiscal partner, Stepping Stones, in 2021 which created the community’s first drop-in center for homeless youth. This has created a safe space for youth who are experiencing homelessness to access resources such as food and clothing, gain access to resources such as job planning, and get connected to housing opportunities. Since 2021 Stepping Stones has now become its own independent nonprofit agency. Additionally, UWGN created a dedicated fund to support the targeted need of homeless youth such as purchasing a work uniform, schoolbooks, or transportation resources. Between these two types of support, in 2021 UWGN invested **\$89,976** in the prevention and elimination of youth homelessness.

**Emergent Needs Grants and Support** – Sometimes emergencies happen with local nonprofits that are unexpected and unbudgeted. Over the years UWGN has helped with breakdowns of refrigeration equipment, elevators, vehicles, etc. at





local agencies. In FY2021 these community investments by UWGN were just **\$2,281** which is less than usual, largely due to COVID.

**COVID 19 Grants and Expenses** – In 2021, the second year of the pandemic, UWGN continued to support local organizations and the public with relief. While significantly less than in 2020, in year two of the pandemic UWGN invested an additional **\$40,755** in community COVID relief.

This included investments in pop up food pantries, tutoring programs, school supplies, and internet connectivity for students.

**Community Engagement** – One key area of impact in Greater Nashua relates to directed community engagement. So as not to duplicate / double count dollars, we will assign no specific value here, as the dollars are counted mostly under volunteerism, however by way of explanation:

- **Volunteer Greater Nashua:** UWGN works as the host and administrator for this web portal which provides a platform for dozens of local nonprofits to recruit volunteers for their work in the community.
- **United We Sleep:** UWGN uses this experiential homeless sleepout fundraiser as a key learning and impact opportunity for members of the public to learn what they can do to help end homelessness in Greater Nashua. This has resulted in initiatives and advocacy in support of putting an end to youth, adult, and family homelessness in our community.
- **Days of Caring:** UWGN hosts a number of impact-oriented days of caring in support of ending food insecurity, supporting young families, providing emotional support to homeless mothers through our Mother's Day Roses program, and assisting seniors to connect to resources. Each of these volunteer-driven days results in dozens of direct support for local community members and families.

**Community Impact Fundraising** – UWGN strives to bring additional financial resources to the community beyond the traditional workplace campaign. This often involves giving partner organizations the opportunity to fundraise for their own purposes as part of a larger UWGN event. As a result of these efforts, in 2021 UWGN had three major fundraising opportunities which directly benefitted partner organizations. These were:

- **Over the Edge:** As part of this rappelling event, over a dozen organizations, including Margueriete's Place, Family Promise, and others, were able to raise a total of **\$91,301** for their own organizations in 2021! This is above and beyond fundraising done by UWGN for our own community impact programs and on top of any costs associated with the event.
- **Nor'Easter:** The Nashua Nor'Easter is a community run/walk held in the winter in which individuals and organizations have the opportunity to raise funds for their own organizations or for the UWGN Community Impact Grants. In 2021, other nonprofits raised a total of **\$2,040** for their own organizations, including Greater Nashua Mental Health and Stepping Stones Youth Homeless Drop-in Center.
- **Santa Fund:** as Fiscal Agent for the Nashua Telegraph Santa Fund, UWGN provides the support and resources which made it possible for SHARE Outreach, Front Door Agency, and the Salvation Army to raise an additional **\$31,502** in support of their holiday family programs.

**Community use of facilities and program leverage** – UWGN uses its available building space at 20 Broad Street for the benefit of community partners whenever possible. During COVID, when most coalitions and other partners stopped having in-person meetings, this activity slowed down, however a few areas actually increased. These include Volunteer Income Tax Preparation for low-income individuals, English Language courses for students from the community college, and the development of a school supply pantry to support the needs of low-income students. The annual value of the space utilized, if it had been rented, is about **\$10,000**. Beyond that, the impact of each of these programs is significant.

- **VITA** – Volunteer Income Tax Preparation is a program for low-income individuals to have their taxes done for free and qualify for specific benefits, such as the Earned Income Tax Credit or Dependent Child Tax Credits. At



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the VITA site at United Way, 14 volunteers dedicated 1,168 hours to preparing 355 returns which resulted in credits such as EITC, Child Tax Credit, and Education Tax Credits with a value of **\$236,319** plus an additional value of **\$33,335** in volunteer value to the community!

■ NCC ELL Tutoring – UWGN lends out its conference room to Nashua Community College for English Language tutoring once per week at no charge. This enables NCC to assist local

immigrants to learn critical language skills so that they can more effectively gain employment and live in our community. The value of this donation is \$125 per week times 20 sessions per year or **\$2,500**.

- School Supply Pantry – During the pandemic United Way established a dedicated year-round “School Supply Pantry” to support the needs of Greater Nashua’s lower income students. Teachers access the pantry and get supplies such as backpacks, notebooks, art supplies, and technology for their students. Over 100 teachers access this resource annually on behalf of over 1,000 students with an estimated value of the materials they are getting in excess of **\$20,000**.

**United Way Community Investment Breakdown**

		<b>Hard dollars</b>		<b>Soft dollars</b>		<b>Total</b>
United Way Volunteers			\$	284,487	\$	284,487
Fiscal Agency Investments					\$	-
Prevention Coalition	\$	103,933	\$	110,621	\$	214,554
Grow Nashua	\$	213,814	\$	59,934	\$	273,748
UpBeat NH	\$	73,428	\$	11,416	\$	84,844
Family Funds	\$	50,869			\$	50,869
Community Impact Grants	\$	372,000			\$	372,000
Restricted Grants					\$	-
DOE/ELL	\$	146,524			\$	146,524
GEER	\$	70,953			\$	70,953
PDG	\$	332,001	\$	14,270	\$	346,271
UWGN Campaign Designations	\$	60,716			\$	60,716
Emergency Food and Shelter	\$	164,928			\$	164,928
Youth Homeless Supports	\$	89,976			\$	89,976
Emergent Needs	\$	2,281			\$	2,281
COVID Grants and Investments	\$	40,755			\$	40,755
Day of Caring Investment	\$	8,822			\$	8,822
Community Impact Fundraising					\$	-
Over the Edge	\$	91,301			\$	91,301
Nashua Nor'Easter	\$	2,040			\$	2,040
Santa Fund Holiday	\$	31,502			\$	31,502
Community Faciliites Use	\$	10,000			\$	10,000
VITA Tax Preparation	\$	236,319	\$	33,335	\$	269,654
NCC ELL Tutoring	\$	2,500			\$	2,500
School Supply Pantry	\$	20,000			\$	20,000
FamilyWize / Singlecare	\$	158,432			\$	158,432
In kind donations			\$	191,731	\$	191,731
<b>Total</b>	<b>\$</b>	<b>2,283,094</b>	<b>\$</b>	<b>705,794</b>	<b>\$</b>	<b>2,988,888</b>

**United Way Community Investment Breakdown**

		<b>Hard dollars</b>		<b>Soft dollars</b>		<b>Total</b>
Fiscal Agency Investments	\$	442,044	\$	181,971	\$	624,015
Restricted Grants	\$	549,078	\$	14,270	\$	563,348
Community Impact Grants	\$	372,000			\$	372,000
United Way Volunteers			\$	284,487	\$	284,487
Community Faciliites Use	\$	268,819			\$	268,819
In kind donations			\$	191,731	\$	191,731
Emergency Food and Shelter	\$	164,928			\$	164,928
FamilyWize / Singlecare	\$	158,432			\$	158,432
Community Impact Fundraising	\$	124,843			\$	124,843
Youth Homeless Supports	\$	89,976			\$	89,976
UWGN Campaign Designations	\$	60,716			\$	60,716
COVID Grants and Investments	\$	40,755			\$	40,755
Day of Caring Investment	\$	8,822			\$	8,822
Emergent Needs	\$	2,281			\$	2,281

## UWGN Community Investment Impact

