



MONADNOCK UNITED WAY STRATEGIC PLAN 2016-2021

LIVE UNITED

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.



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



FOUNDATIONAL BASIC NEEDS



HARNESSING THE POWER OF COMMUNITY TO CHANGE LIVES

HOW OUR JOURNEY BEGAN

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.

A CHANGING LANDSCAPE

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



2016



2017

A STRONG FOUNDATION FOR IMPACT

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

ENGAGING IN IMPACT

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



**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**
Advi 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

<http://www.impactmonadnock.org/wp-content/uploads/An-Investment-in-Community-Well-Being.pdf>



Monadnock United Way

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Monadnock United Way is committed to Diversity, Equity and Inclusion.
Visit muw.org/diversity-equity-and-inclusion-policy