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.
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

**ROADMAP FOR SUCCESS**

**STRATEGIC PLAN**

- **CHILDREN**
- **EDUCATION**
- **FINANCIAL STABILITY**

**COMMUNITY CONVERSATIONS**

**BOLD GOAL DEVELOPMENT**

PILOT NEW IMPACT INVESTMENT PROJECT

2016

2017
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
Annualy 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
MUN/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

RESOURCES
Chair: Wink Faulkner
Advisory 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 Ricaurte
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

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