

IMPACT MONADNOCK MASTER PLAN
Final May 2020

BACKGROUND

The following document is a revision of the original Impact Monadnock plan created in 2016. This revised Master Plan will guide the efforts of the Monadnock United Way and Impact Monadnock (IM) for 2020 through 2024, with annual review and evaluation of progress towards the goals and outcomes identified below.

Historical information

In 2011 the Monadnock United Way (MUW) and the New Hampshire Charitable Foundation commissioned an assessment of social well-being and community needs in the Monadnock Region. The *Community Well-Being in the Monadnock Region* report, published in 2012, outlined three areas of greatest concern: educational attainment, economic opportunity, and child welfare.¹ These three areas became the foundation for MUW's strategic funding priority areas. Further research identified that a focus on improvements in childhood development for children age 0-5 would provide the greatest impact on overall community well-being.²

Beginning in February 2020, MUW has further focused its efforts around children and families and has moved to a model of investing in highly targeted programs that directly support their well-being 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.

These targeted priorities help to achieve success in MUW's original focus areas by creating the foundational support that families need to thrive. When we empower families, children are able to learn and grow in safe, caring environments, and have the foundation they need to achieve strong educational attainment and financial stability.

What is Impact Monadnock (IM)?

In 2014, IM was formed as an independent nonprofit committed to a focus on Early Childhood development (birth-age 5) as a primary strategy to improve community well-being, and a project director was hired to create awareness and identify community partners. The first major planning process began in 2015 under the guidance of the IM Project Director, MUW, and Spark NH. Three areas of focus were identified: Early Childhood Supports and Services; Parent and Family Supports; and Emotional and Behavioral Health.³ Projects began in each of these areas in 2016 as groups formed to support behavioral health screening, family-friendly policies among area businesses, home visiting agencies, and early educators seeking professional development. In July 2017, IM merged with MUW and became MUW's signature early childhood initiative

¹ Phase I Report: Community Well-Being in the Monadnock Region, 2012, www.impactmonadnock.org

² Phase II Report: An Investment in Community Well-Being, Preparing Monadnock Area Children for the Future, 2013, www.impactmonadnock.org

³ Strategic Plan for Early Childhood Development, 2016, www.impactmonadnock.org

Key Successes

A 2018 Evaluation Report analyzed results for IM after its first three years of implementation⁴. Key successes included:

- Monadnock Home Visiting Alliance: Four social service visiting agencies (HCS Healthy Starts, The Grapevine Family & Community Resource Center, Rise for baby and family, and The River Center Family & Community Resource Center), all of which provide in-home visiting to families with young children, formed the Monadnock Home Visiting Alliance (MHVA) in 2017-2018. MHVA created an action plan for its work through 2021 and is a collaborative entity that shares staff and a budget to achieve its identified goals and implement its action plan.
- Home Visiting Grant: In 2018, IM Received a grant from NH Charitable Foundation (\$51,000) for MHVA's community outreach to increase number of families receiving home visiting services.
- Pyramid Model Implementation: In 2018, the NH Department of Education selected IM as one of five regional early childhood initiatives to participate in Pyramid Model implementation (valued at approximately \$150K/year for four years). This grant increases access to resources for and collaboration among early childhood programs around Pyramid Model as an evidence-based framework for social-emotional teaching strategies to address challenging behavior.
- Impact Monadnock Business Ambassadors: IM Business Ambassadors (IMBA) membership includes 23 organizational representatives (an 18% increase since 2017).
- Family Friendly Policies: "Babies at Work" policies have been adopted by six regional employers, which collectively employ over 700 individuals.
- StartSmart Birth Gift Program: IMBA StartSmart birth gift packages include resources for parents and books for children; 26 packages delivered to families with newborns in 2018, and 26 local children were enrolled in *Dolly Parton's Imagination Library*.

Plan Update Process

The IM Advisory Committee, a subcommittee of the Monadnock United Way Board comprised of Board and community members, oversaw the plan update process. In addition, MUW facilitated an opportunity for community input to inform this final Master Plan.

There are several considerations that influenced this update to the Impact Monadnock (IM) Master Plan.

- Timing: It has been four years since the original plan was created, as with any master plan, it is best practice to refresh it every 3-5 years.
- Strategy Progress and Emergence: Some strategies from the original plan have moved forward significantly and generated additional resources while others have been unable to gain support or maintain momentum. In addition, successful strategies have generated additional areas for growth that were not evident at the time the original plan was created.
- New Data and Momentum on the State Level: There has been a significant influx of resources as a result of the state's successful application for a federal Preschool Development Grant for planning (one year in 2019) and for a three-year implementation grant (2020-2022). This grant funded a statewide needs assessment and strategic plan, along with local work to gather data from families and increase parent engagement and leadership in developing and informing early childhood programming and systems. IM seeks to incorporate the data gathered to date and update its strategies and activities to better align with statewide resources and initiatives.

⁴ 2018 IM Evaluation Report, <https://www.muw.org/impact/resources>

MONADNOCK UNITED WAY (MUW)

MUW is the backbone organization for IM. As the backbone, MUW provides funding and staffing support to IM along with strategic guidance and leadership in the following areas: fundraising, capacity-building, communications and marketing, performance measurement and data systems, collaborations and community engagement, and advocacy.

MUW's Vision:

- Monadnock Region's *children* live in safe, nurturing, healthy homes and communities.
- Monadnock Region's community members receive an *education* that enables them to achieve their fullest potential.
- Monadnock Region's community members have the *financial resources* they need to live healthy happy, and productive lives.

Mission: MUW is dedicated to improving lives by mobilizing diverse partners and investing in programs and people to create long-lasting measurable change.

Monadnock United Way's Strategic Focus Areas: Children, Education, Financial Stability and Basic Needs

IMPACT MONADNOCK (IM)

Vision: All children in the Monadnock Region and their families are healthy, learning and thriving now and in the future.

Mission: To prepare children from birth to age five in the Monadnock Region for future academic, career, and life success.

IM's Strategic Focus Areas

1. Early Childhood Program Quality
 - VISION: Child care, preschool, and home visiting programs will provide a safe and constructive learning environment for young children and promote positive social and emotional development. The early childhood workforce will receive quality professional development to enhance program quality.
 - OUTCOMES: Improved quality of early childhood environments; improved social-emotional outcomes for young children.
2. Family Support and Parent Education
 - VISION: Families will have access to home visiting and parent education programs, resources and workplaces that support effective parenting and healthy child development.
 - OUTCOMES: All families have access to high-quality home visiting services and parenting supports; more employers are implementing family-friendly policies.
3. Early Childhood System Coordination
 - VISION: Agencies, schools, programs, families, and early childhood professionals will communicate and collaborate to nurture an integrated early childhood system.

- OUTCOMES: Improved statewide infrastructure and increased funding to support the needs of IM/MUW community, including parents/families; increased access to statewide data around ECE system needs to inform planning.

IMPACT MONADNOCK (IM) MASTER PLAN (2020-2024)

Monadnock United Way and IM are working with statewide and local funders, advocacy groups, community social service agencies, early childhood programs, schools, business leaders, and parents/families to implement the following strategies and activities over the next five years toward achieving long-term outcomes in its strategic focus areas.

Strategic Focus Area 1: Early Childhood Program Quality

Strategy 1.1: Support the sustainable implementation of Pyramid Model in child care centers, preschool programs, and home visiting programs in the Monadnock Region.				
	Activity	2020	2021-2022	2023-2024
1.1.a.	Provide leadership for the community-wide Pyramid Model Leadership Team’s process and action plan implementation to ensure alignment with the standardized Benchmarks of Quality.	X	X	X
1.1.b.	Create and maintain Pyramid Model web pages on the MUW website for a variety of audiences (parents/families, practitioners, the community) that provides information and resources around social-emotional development.	X	X	X
1.1.c.	Develop a model for community child care and preschool programs implementing to fidelity by NH DOE standards to become demonstration sites for other child care and preschool programs in the region.			X
Strategy 1.2: Promote and/or offer trainings for early childhood professionals that are in alignment with national quality standards.				
	Activity	2020	2021-2022	2023-2024
1.2.a.	Communicate with early childhood professionals about regional and statewide training opportunities on topics that are in alignment with best practices in early childhood education.	X	X	X
1.2.b.	Offer PM module trainings locally for early childhood professionals to expand knowledge and practice of teaching strategies to support social-emotional development.		X	X
Strategy 1.3: Support child care centers in the region to achieve quality ratings (in line with proposed state system).				
	Activity	2020	2021-2022	2023-2024
1.3.a.	Provide information for child care programs about statewide developments related to the Quality Recognition and Improvement System.	X	X	X

Strategic Focus Area 2: Family Support and Parent Education

Strategy 2.1: Provide funding, technical assistance and supports to the Monadnock Home Visiting Alliance (MHVA) to increase access to high-quality home visiting services for families with young children throughout the region.				
	Activity	2020	2021-2022	2023-2024
2.1.a.	Provide funding to MHVA and technical assistance to the MHVA Steering Committee to implement, track and evaluate progress toward identified outcomes.	X	X	X
2.1.b.	Collaborate with Rise for baby and family to lead and provide backbone supports to the MHVA collective.	X		
2.1.c.	Develop, implement and refine a comprehensive plan for coordinated community outreach through a variety of mechanisms to educate potential referral sources and families about home visiting and its benefits.	X	X	X
Strategy 2.2: Support and promote training and education opportunities for families around parenting education and supports.				
	Activity	2020	2021-2022	2023-2024
2.2.a.	Provide technical assistance to the MUW-funded Monadnock Parenting Education Collective in its goals to increase the skills of parents, guardians, grandparents and caregivers by coordinating and expanding access to evidence-based parenting education throughout the region.	X	X	X
2.2.c.	Develop mechanisms to widely and effectively disseminate training and education opportunities for families that will support their parenting efforts.		X	X
Strategy 2.3: Promote awareness of and dissemination of VROOM, a national program designed to help parents use brain-building activities with their young children in everyday moments.				
	Activity	2020	2021-2022	2023-2024
2.3.a.	Provide training to agencies providing services to parents of young children around VROOM materials and resources.	X	X	X
2.3.b.	Disseminate VROOM materials and resources to agencies providing services to parents of young children, and to parents directly.	X	X	X
Strategy 2.4: Support Impact Monadnock Business Ambassadors (IMBA) to: increase awareness around the importance of family-friendly workplaces and increase the number of businesses implementing family-friendly policies.				
	Activity	2020	2021-2022	2023-2024
2.4.a.	Provide technical assistance to IMBA co-chairs and membership to establish annual goals, collect and analyze data related to goals, and plan and implement bi-monthly meetings.	X	X	X

2.4.b.	Provide technical assistance to IMBA co-chairs and membership to plan and implement outreach strategies that help businesses understand the importance of family-friendly workplaces as well as support for implementing family-friendly policies.	X	X	X
Strategy 2.5: Manage IMBA’s StartSmart Birth Gift packages and the accompanying Imagination Library enrollments.				
	Activity	2020	2021-2022	2023-2024
2.5.a.	Collaborate with Baudelaire and Keene Housing Kids Collaborative to purchase, package and ship birth gift packages to recipients and enroll local children in Imagination Library.	X	X	X
2.5.b.	Provide marketing and data management support to ensure smooth and continuous operation of StartSmart birth gift program.	X	X	X

Strategic Focus Area 3: Early Childhood System Coordination

Strategy 3.1: Participate in statewide and regional/local meetings around early childhood system coordination.				
	Activity	2020	2021-2022	2023-2024
3.1.a.	Attend monthly meetings of the statewide Early Childhood Coalitions Community of Practice; collaborate with other regional early childhood initiatives to share ideas and best practices around local/regional coordination.	X	X	X
3.1.b.	Attend monthly meetings of the early childhood stakeholders to stay apprised of policy developments to support statewide and regional coordination.	X	X	X
3.1.c.	Attend monthly meetings of the statewide iSocial Leadership Team to help develop strong and sustainable statewide systems for local/regional implementation of the Pyramid Model.	X	X	
3.1.d.	Advocate for the needs of children and families in the Monadnock Region at statewide meetings.	X	X	X
3.1.e.	Attend meetings of the Monadnock Region System of Care Governance Board and Healthy Monadnock to support coordination of early childhood behavioral health services.	X	X	X

Strategy 3.2: Engage families as leaders to inform and improve local early childhood service delivery.				
	Activity	2020	2021-2022	2023-2024
3.2.a.	Develop mechanisms for feedback loops with parents/caregivers to obtain input on service delivery and programming based on families’ experiences and share information about opportunities for parent leadership.	X	X	X
3.2.b.	Support and encourage MUW/IM programs and service providers to elicit family input on programming and systems for services delivery.	X	X	X
Strategy 3.3: Increase community awareness of the importance and value of early childhood education and family support.				
	Activity	2020	2021-2022	2023-2024
3.3.a.	Coordinate and/or provide Bedrock training around early childhood brain development and investments as a prevention strategy.	X	X	X
3.3.b.	Use the <i>IM Insider</i> e-newsletter and other outreach tools to advocate for the use of evidence-based strategies to improve outcomes for children age birth to five and their families.	X	X	X
Strategy 3.4: Increase collaboration between child care programs and school districts to support more effective transitions into Kindergarten for children and families.				
3.4.a.	Research how effective K transition systems have been built in other communities.	X	X	
3.4.b.	Explore the current climate for collaboration among local child care programs and school districts; identify advocates/champions that are committed to working together.		X	
3.4.c.	Form a cross-sector project team comprised of both school district and child care staff to create an action plan and implement activities that support collaboration among early childhood educators and school district personnel.			X
3.4.d.	Launch a K transition summit which brings together the child care programs and school district personnel to explore ways to strengthen systems, create an action plan, and begin to implement activities that support collaboration among early childhood educators and school district personnel.			X

Alignment of IM Strategic Focus Areas with MUW, Family Listening Sessions Input, and Statewide Plan

IM Strategic Focus Areas/ Goals	MUW Focus Areas	Spark NH Framework for Action Goals ⁵	Statewide PDG B-5 Strategic Plan ⁶	Input from Monadnock Region Preschool Development Grant Family Listening Sessions ⁷
Early Childhood Program Quality	Education	Positive Early Learning Experiences	Goal 1: Positive Learning Experiences	Families identified the need for quality child care programs.
Family Support and Parent Education	Children Financial Stability/ Basic Needs	Strong Families Healthy Children and Families	Goal 1: Positive Learning Experiences Goal 2: Healthy Children & Families Goal 3: Strong families	Families identified the need for additional support. Families identified the need for support and understanding in the workplace.
Early Childhood System Coordination	All areas/ Advocacy	Coordinated EC System	Goal 4: Statewide coordination	Families identified the need for improved communication and understanding across healthcare, education, child care, employment.

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- Monadnock United Way
- Impact Monadnock Advisory Committee
- Spark NH
- Parent Information Center
- The Monadnock Home Visiting Alliance
- The Grapevine Family & Community Resource Center, Listening Session Host Site
- Rise for baby and family, Listening Session Host Site
- The River Center Family & Community Resource Center, Listening Session Host Site
- Winchester Learning Center, Listening Session Host Site
- Tammy Vittum, Listening Session Host Site Coordinator for Walpole
- Monadnock Region families (Listening Session participants in Summer 2019)
- Jill Morgan, MUW Senior Director of Impact
- Paige Martin, MUW Impact Monadnock Program Manager
- Dottie Bauer, Consultant

⁵ Spark NH Framework for Action Goals were the starting place for the original IM Strategic Planning Process.

⁶ Statewide PDG Birth-5 Strategic Plan is expected to be available in final form in February 2020.

⁷ Impact Monadnock Family Listening Session Executive Summary – <https://www.muw.org/sites/muw.org/files/IM%202018%20Evaluation%20Report.pdf>