



# GRANITE UNITED WAY STRATEGIC PLAN

FEBRUARY 2023

# GRANITE UNITED WAY: Message from Board Chair and President & CEO

Granite United Way is committed to adjusting to the needs of our community. Throughout the past year we have focused on how to best position our team to meet those needs. Staying true to our mission of improving people's lives by bringing together the caring power of communities, we took a deep look at how we could increase value for and impact with our partners.

Our Strategic Plan was driven by our volunteer Board of Directors to identify the key goals of Granite United Way's next few years. As part of the process, we gathered input from community members, donors of all levels and internal staff to accrue a wide range of perspectives about the direction of our investments and work.

While this document serves as a framework for our thoughtful vision, we know that it will have to remain nimble and adjust to future needs of our communities. This strategic plan is the first step in building the next 100 years of United Way throughout New Hampshire and Windsor County, Vermont.

Sincerely,

Charles Lloyd, Ed.D.  
Board Chair

Patrick Tufts  
President and CEO

## Board of Directors

Charles Lloyd, Ed.D., Chair  
White Mountains Community College

Charla Stevens, Immediate Past Chair  
Charla Stevens Consulting LLC

Joseph Bator, Vice Chair  
TD Bank

Kathy Bizarro-Thunberg, Secretary / Audit Chair  
New Hampshire Hospital Association

Doug DeLara, Treasurer  
Baker Newman Noyes

Kyle Barry  
NextEra Energy Seabrook Station

Roxanne Makris  
Lincoln Financial Group

Joseph Carelli  
Citizens Bank

Carolyn Maloney  
Hypertherm, Inc.

Mitch Davis  
Dartmouth

Josephine Moran  
Ledyard Financial Group, Inc.

Paul DeBassio  
Retired/ United Way Network

Cathy Nickerson  
WT/Phelan Assured Partners

Pat Donahue  
New Hampshire  
Housing Finance Authority

Maura Palmer  
Salem School District

Chris Emond  
Boys & Girls Club of Central NH

Randy Perkins  
Retired, Eversource

Doug Foley  
Eversource

Dr. Daisy Pierce  
Navigating Recovery of  
the Lakes Region

Colby Gamester  
Gamester Law Office

Betsy Rhyhart  
Concord Hospital

John Hughes  
McLane Middleton

Kelli Riggs  
Comcast

Diana Johnson  
Merrimack County Savings Bank

Justin Slattery  
Belknap Economic  
Development Council

William Keena  
AmeriHealth Caritas New Hampshire

Tim Soucy  
Catholic Medical Center

Sally Kraft, MD  
Dartmouth Hitchcock Medical Center

Rusty Talbot  
North Country Climbing Center

Christina Lachance  
New Hampshire Council for  
Thriving Children  
University of New Hampshire

Nick Toumpas  
Retired, Commissioner  
Department of Health and  
Human Services

Larry Major  
Pike Industries



# EXECUTIVE SUMMARY:

## Highlights of our strategic process

Granite United Way and its volunteer Board of Directors have made an intentional effort to develop a Strategic Plan that incorporates the foundation of the past 100 years and looks to the future.

The process for the 2023 Strategic Plan began in May 2022, when the Board of Directors launched the research and brought on Russ Ouellette of Sojourn Partners as a consultant. Throughout the summer, focus groups were held with donors, partners and staff members. Community engagement continued throughout the fall. A draft plan was presented to the Board of Directors by the Strategic Planning Committee Members: Charla Stevens, Mitch Davis, Christina Lachance, Kathy Bizarro-Thunberg, Sally Kraft, Ed Marchetti. The finalized plan was ratified in February 2023.

During the process, Granite United Way's alignment remained consistent with its mission to improve the quality of people's lives by bringing together the caring power of communities and the strategic promise of local, lead and adapt. The changes in our business continue to enhance our impact as a collaborative partner, funder of programs and provider of services throughout New Hampshire and Windsor County, Vermont.



### OUR MISSION

*to improve the quality of people's lives  
by bringing together the caring power  
of communities*

### OUR VISION

*to be the preferred way people work together to  
build a community that values its collective  
responsibility to care for each other*

### OUR STRATEGIC PROMISE

*Local • Lead • Adapt*

# STRATEGIC PLAN: How Granite United Way Will Change and Evolve



**Evolve Partnerships**



**Build  
Capacity**



**Increase  
Diversity**

**Tell Our Story**



# STRATEGIC PLAN: How Granite United Way Will Change and Evolve

## Evolve Partnerships

### Strategy I:

Redefine agency partnerships and develop opportunities with grassroots organizations

### Strategy II:

Bring local initiatives to scale and support the work through advocacy, fundraising, and volunteerism

### Strategy III:

Evolve our relationships with the business community to create year-round opportunities to support employee wellness and retention

## Increase Diversity

### Strategy I:

Create opportunities to engage new equity partners in decision making

### Strategy II:

Increase capacity and awareness of new partners

### Strategy III:

Engage donors to build new and stronger relationships

## Build Capacity

### Strategy I:

Increase capacity of Granite United Way programs, initiatives, and partnerships by increasing the total revenue to \$20M and total volunteerism to 10,000+

### Strategy II:

Build staff competencies and improve retention

### Strategy III:

Leverage fiscal sponsorships to raise additional funds, build capacity, and further align our mission

### Strategy IV:

Determine occupancy plan that is both financially responsible and promotes presence

### Strategy V:

Build internal technology capabilities to collect data, share outcomes, and identify community solutions

## Tell Our Story

### Strategy I:

Develop comprehensive marketing and communications plan

### Strategy II:

Increase our reach and relevance through advocacy and storytelling



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