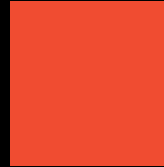
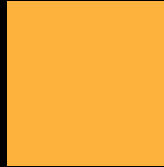
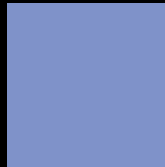


GRANITE UNITED WAY **Strategic Plan**



Adopted November 2013
Granite United Way Board of Directors



Board of Directors

K. Mark Primeau*Board Chair*

Bank of New Hampshire

Alexander J. Walker, Jr.*Immediate Past Chair*

Catholic Medical Center

Jeremy P. Veilleux*Treasurer*

Baker Newman Noyes

William D. Bedor*Secretary*

Bedor Management & Investments, Inc.

Scott Aronson

Unit 4 Business Software, Inc.

Dean J. Christon

New Hampshire Housing Finance Authority

Jason E. Cole

Devine Millimet

Gordon P. Ehret

Hypertherm, Inc.

Julia W. Griffin

Town of Hanover

Stephen L. Hackley

Comcast

Heather Staples Lavoie

Geneia

Maryann McCormack**John M. Mercier**

Primary Holdings, LLC

Heidi J. Nadeau

H.L. Turner Group, Inc.

Janet Nickerson

Northern Human Services

Nannu Nobis

Nobis Engineering, Inc.

Sean M. Owen

wedü and Talient Action Group

Steven A. Paris, MD

Dartmouth-Hitchcock Manchester

Ronald W. Reed

Lincoln Financial Group

Jeffery B. Savage

Franklin Savings Bank

James H. Scammon

Granite Group Benefits, Inc.

Cathleen A. Schmidt

McLane, Graf, Raulerson & Middleton, PA

William T. Sherry**Gary M. Shirk**

Bovie Screen Process Printing, Inc.

Evan A. Smith

Hypertherm, Inc.

Rodney E. Tenney**Curt Uehlein**

Apollo Global

Steven C. Webb

TD Bank

Message from our Leadership

We are proud to present this summary of Granite United Way's strategic planning process. Following six highly successful mergers in four years, Granite United Way's Board of Directors launched a Strategic Plan in November of 2013 to fulfill the organization's mission of improving the quality of people's lives by bringing together the caring power of communities.

We are thankful for the tremendous effort put forth by our Board of Directors, staff and volunteers during this process. This summary will illustrate the goals and key strategies approved by our Board, which all align with our Strategic Promises of Local ~ Lead ~ Adapt. This process was begun under the leadership of our late Board Chair, Gary Long, who we humbly dedicate this work to.

Please consider this as an action plan that will shape the work Granite United Way does and the manner in which it is implemented. Each area of our work ~ fundraising, community investing and administration ~ have been carefully evaluated and considered during this process.

Together, we are confident that working collaboratively with our partners, investors and community is the most effective and efficient way to achieve the goals we've identified.

Thank you for being a partner with us in advancing the common good...in each community we serve.

Sincerely,



Patrick M. Tufts
President & CEO



K. Mark Primeau
Chair, Board of Directors



EXECUTIVE SUMMARY

Granite United Way stands at an exciting crossroads. After six mergers in four years the Board of Directors at Granite United Way embarked on a strategic planning process in the spring of 2013 to guide the next stage of its development. Alex Walker, Board Chair, and Gary Long, Committee Chair, led the effort along with the following Board Members: Bill Bedor, Dean Christon, Julia Griffin, John Mercier, Nannu Nobis, Sean Owen, Mark Primeau, Ron Reed, Beth Roberts, Jeff Savage, Cathy Schmidt, Bill Sherry, Gary Shirk, Evan Smith, Rod Tenney, and Jeremy Veilleux.

The committee engaged Russ Ouellette of Sojourn Partners to facilitate its work. A broad range of constituencies including community stakeholders, donors, partners, volunteers and non-participants provided input.

The Board directed the Strategic planning committee to adhere to three strategic promises when creating a new direction for the organization. The organization will be local, will lead and will adapt. These commitments, in turn, translate into overarching goals: Granite United Way's Bold Goals.

In alignment with the Board's direction, the committee developed four aspirational and overarching goals to strive towards. These Bold Goals will lead the three CORE areas of United Way work: Community Investment, Revenue Generation and Overall Operations / Organizational Efficiency.

Granite United Way is committed to benchmarking progress towards these goals and has developed key partnerships, skills and technologies to track and evaluate indicators vital to success. They are organized around the Bold Goals.

The Plan was presented to the Board on November 21, 2013, and unanimously approved.

This document is intended to provide a concise summary of Granite United Way's intent and goals for moving forward.

OUR MISSION

Granite United Way's Mission is to improve the quality of people's lives by bringing together the caring power of communities.

OUR VISION

Granite United Way's Vision is 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

GUW STRATEGIC PATH

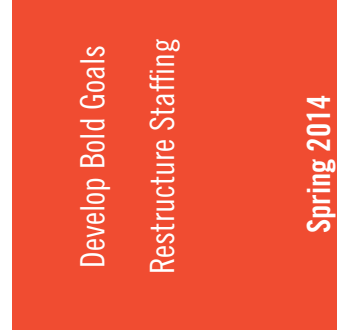
After six successful mergers during the past four years, Granite United Way, with the guidance of its volunteer Board of Directors, went through a Strategic Planning process. Throughout the process teams of volunteers and staff developed three key Strategic Promises:

Local - We promise to be local first, servicing the greater community with purpose and presence. We will be what that community needs us to be to deliver the greatest impact.

Lead - We promise to leverage our vast reach and resources to guide, direct, influence and lead change – through collaboration.

Adapt - We promise to meet Stakeholders where they are in a constantly changing environment. We are adaptive and supportive to advance the common good.

We know that working collaboratively is the key to advancing the common good and working collectively to solve complex problems. Below is the path we've taken to implement our Strategic Plan.



Implementation for 2015

- Spring 2015 funding announcements to reflect volunteer-led community goals
- Dashboards developed to inform donors of Bold Goal progress
- Increase in ePledge campaigns to personalize donor experience
- Beginning in 2015, GUW will send 95% of every designated dollar to the donor's charity of choice
- Campaign goal set for \$7.9 million in 2015 with an ultimate goal of \$9 million in 2017
- Reduce overhead to 15%

WHAT'S NEXT



Strategic Goals

In 2013, our Board of Directors committed to a strategic planning process to deliver new tactics to be deployed in by 2015 with a focus on:

LOCAL



- We promise to be local first, servicing the greater community with purpose and presence
- We will be what that community needs us to be to deliver the greatest impact

LEAD



- We promise to leverage our vast reach and resources to guide, direct, influence and lead change through collaboration

ADAPT



- We promise to meet stakeholders where they are in a constantly changing environment
- We are adaptive and supportive to advance the common good

Our Overarching Goal:

To increase the Common Good Index by 20% by the year 2020

Based on improvements in education, income, health and community building, also partnering with the NH Center for Public Policy

Our Community Building Goal:

To increase the Philanthropy Index in NH by 30% by 2020

Based on charitable contributions of time, talent and treasure

United Way plans to achieve specific, bold and meaningful progress in the areas of **Education, Income** and **Health** by 2020. To advance the Common Good in our Communities United Way must shift from funding and supporting individual programs often working in silos to championing collaborations and high impact programming directing aimed at advancing United Way's Bold Goals.



EDUCATION

To decrease by 20% the number of individuals not performing on track in math and reading by 2020

Based on student performance data



INCOME

To decrease by 20% the number of families and individuals who are financially unstable by 2020

Based on measures related to workforce capacity and financial capacity



HEALTH

To decrease by 20% the number of individuals engaging in unhealthy and/or risky behaviors by 2020

Based on measures related to access to clinical care and healthy behaviors



Community Investing

Strategy: Moving from fundraiser/allocator to strategic community investor

Action Items:

- Align local RFP's to the Bold Goals with a priority given to collaborative efforts
- Increase average grant size and consider making multi-year commitments to high impact programming
- Develop a Granite United Way wide initiative / investment to address “hunger”

Strategy: Become a more effective and influential community investor

Action Items:

- Transition United Way away from the Community Chest- mile wide and inch deep- to a more impactful model
- Increase volunteerism at all levels, both at Granite United Way and with partners
- Engage industry experts in measurement and communication of progress against the Bold goals

Strategy: Provide leadership

Action Items:

- Produce timely issue assessments and tie them to RFP's
- Be an honest broker of information and results
- Share assessment findings across GUW's broad constituency
- Host community listening sessions at the local level to hear “lived experiences” from our partners and clients





Resource Generation

Strategy: Raise \$9.5 Million by 2020

Action Items:

- Establish goals for the next seven fundraising campaigns

	2013	2014	2015	2016	2017	2018	2019	2020
GOAL	\$7.3 M	\$7.9 M	\$8.1 M	\$8.3 M	\$8.5 M	\$9.0 M	\$9.25 M	\$9.5 M
% INCREASE		8%	2.5%	2.5%	2.5%	6%	2.8%	2.7%

- Increase to 22,000 donors during the 2014 campaign
 - 65 Alexis de Tocqueville Society Members (\$10,000+)
 - 1,200 Leadership Donors (\$1,000+)
- Expand our use of donor centric technology
 - 16 ePledge campaigns in 2014, 50 by 2017
 - Conduct a wealth screening on Andar database

Strategy: Transition from managing transactions to relationship managers

Action Items:

- Increase number of face-to-face donor visits in 2014
 - 400 total visits
 - 50 Top Executive/Leadership calls
- Resource Development staffing restructured to focus on relationship building
- Invest in staff training

Strategy: Diversify funding sources - Celebrate giving in all forms

Action Items:

- Acquire \$1,000,000 in grants/sponsorship
- Secure 4 Challenge Matches
- Develop major gift proposals for Granite United Way initiatives
- Create an Endowment program and determine the feasibility of an endowment campaign
- Reduce designation fee to 5% to remove barriers to giving





Administrative and Marketing

Strategy: Reduce overhead rate to 15% driving more resources to programs

Action Items:

- Successfully meet revenue generation goals
- Freeze costs classified as 'administrative' only adjusting for inflation
- Significantly reduce occupancy costs

Strategy: Evaluate program effectiveness

Action Items:

- Conduct a value mapping on all Granite United Way-led programs ~ determine which are mission critical at the corporate level (2-1-1NH, VITA, Literacy), budget accordingly at the corporate level
- Value map local programs where local CIC's manage costs and expectations for local programs. Costs are covered by local allocable pools. Should additional grant or sponsorship dollars be required, these must be budgeted as part of the annual campaign.
- Every Granite United Way led or managed program has CIC, volunteer, agency partner and/or Board of Director engagement and stewardship.

Strategy: Provide meaningful and targeted communications

Action Items:

- Provide frequent and user-friendly communication on Granite United Way goals, strategies and activities
- Host local community meeting for stakeholders
- Develop a communication plan for targeted audiences (donors, volunteers, community leaders)

Strategy: Embrace technology as a communication tool

Action Items:

- Utilize and grow audiences through social media outlets
- Create dashboards on each of the goals as a communication tool





Resources & References

Granite United Way has engaged community leaders and industry experts in their Strategic Plan. Along with engaging over 250 local residents, social service providers and business leaders in a series of dynamic community conversations throughout each of their regions, Granite United Way has partnered with New Hampshire Center for Public Policy, Nemon Associates and Public Health Networks throughout the state to develop a comprehensive measurements related to the status of Education, Income and Health in our communities.

This work is part of an ongoing effort to evaluate and adapt this Strategic Plan to identify and address critical community issues.

Available upon request:

- 2014 Income Issue Assessment
- 2013 North Country Needs Assessment Brief
- 2012 Upper Valley Needs Assessment
- 2-1-1NH Regional Call Summaries by Quarter
- Education Trends in Manchester – NH Center for Public Policy
- Housing Need Summary, Southern Region – NH Housing Finance Authority
- Improving Community Health – Manchester Health Department

Links to Data:

- Manchester's Neighborhood Health Improvement Strategy
<http://www.manchesternh.gov/health/NeighborhoodHealthImprovementStrategy.pdf>
- County Health Rankings for NH
<http://www.countyhealthrankings.org/app/#!/new-hampshire/2014/overview>

For additional information or questions,
we welcome you to contact Granite United Way
at 603.625.6939 or email info@graniteuw.org.



LIVE UNITED



Granite United Way

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