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
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

Tell Our Story

Build Capacity

Increase Diversity
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