

TOGETHER WE THRIVE

OUR STRATEGIC PLAN FOR 2022-2027





We want
 New Hampshire
 to be a community
 where everyone
 can thrive.

OUR PURPOSE

To make New Hampshire a more just, sustainable and vibrant community where everyone can thrive.

We achieve our purpose by:

- Supporting nonprofit organizations that advance health and well-being, environmental protection, education, housing and other basic needs, arts and culture, civic health and economic security.
- Helping New Hampshire students fund the education they need to fulfill their dreams and potential.
- Connecting generous people with pressing community needs and effective ways to give.
- Collaborating, building relationships and learning from all of our community partners.
- Advocating and using our voice on important public issues.
- Investing charitable assets in alignment with our purpose and values and to ensure a perpetual source of philanthropic capital for New Hampshire.

OUR VALUES

Accountability: We are accountable to those who are affected by our decisions, transparent about how we work, and committed to learning, acknowledging mistakes and improving.

Belonging: We believe that when many different life experiences are represented and valued, we are a stronger New Hampshire community and a stronger Foundation.

Collaboration: We are part of a broad community of people and organizations working to make New Hampshire better and can only accomplish lasting change when we work together.

Courage: We act boldly and are willing to take risks and use our influence to address community needs.

Equity: We believe that everyone should have the opportunities and resources they need to thrive and that outcomes should not be determined by race, background or identity.

Justice: We acknowledge the harms of systemic racism and discrimination and believe that all people deserve equal rights and fair treatment in every aspect of society.



People attended a rally in May 2017 for immigrant and refugee justice in Veterans Park in downtown Manchester.

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We want New Hampshire to be a community where everyone can thrive. When a community can draw on the potential, strength, ingenuity and grace of every person in it, that community will be healthier, happier, more prosperous and a better place to live for all.

Strengthening community has been central to the Charitable Foundation’s work since its founding in 1962. Never during those six decades has New Hampshire been so tested as with the multiple crises of 2020 and 2021: a pandemic, economic and social upheaval, polarization, threats to democracy, accelerating climate change.

In response, the people of New Hampshire’s nonprofit sector have not faltered in their missions — to feed struggling families, shelter people without homes, tend to the sick, mentor children, speak out for racial justice, advance voting rights, address the threat of climate change, report the news with diligence and courage. And generous donors have come together to give as never before.

The effects of the pandemic and economic upheaval will not disappear when the immediate public health emergency subsides. The crises have exacerbated inequities and challenges that were already deep and will persist until the underlying causes are resolved. People from communities of color have been disproportionately affected by Covid, a vivid example of systemic racism. Economic disparity in our wealthy state is severe and has widened in recent years. Climate change will hit vulnerable communities the

hardest. Misinformation and polarization are eroding the foundations of our democratic ideals.

For us all to thrive together, we will need to face the challenges of this era with adaptation, imagination and the determination to change.

As we set out to create a plan for New Hampshire’s community foundation, we started by asking questions: Are we tackling big enough problems at their root causes? Whose voices have been absent from decision-making, and what have we missed for their absence? Has philanthropy itself contributed to inequity? How can we work more effectively with nonprofits, donors and other community members to address these challenges?

For all of us to thrive, together, we need to face the challenges of this era with adaptation and determination to change.

As we considered these challenges and questions, the focus for this plan became clear: advancing equity and racial justice.

For too long, too many of us have faced barriers to basic rights and the ability to thrive based on race, gender identity, socioeconomic background, age, geography, sexual orientation, immigration status, ability and other factors. Black, Latino, Asian, Indigenous and other people of color, in

OUR PLAN TO ADVANCE EQUITY AND RACIAL JUSTICE

GOAL I
Lead with our community work

STRATEGY 1: Elevate community voices, share decision-making power and create solutions together

STRATEGY 2: Increase focus on equity, racial justice and economic security in grantmaking and strategic initiatives

GOAL II
Mobilize philanthropic resources

STRATEGY 1: Increase philanthropic capital to advance the priorities in our community work

STRATEGY 2: Align Foundation investments with purpose and values

GOAL III
Align our operations

STRATEGY 1: Adapt business model and operations

STRATEGY 2: Ensure that the Foundation’s culture, staffing and governance embody our values

particular, face disproportionate barriers. We acknowledge and continue to learn about how systemic inequity and racism harm everyone and are at the root of many of our collective challenges.

We are committed to advancing equity and racial justice by prioritizing major areas of our community work, mobilizing philanthropic resources and aligning our internal operations. We will develop new ways for donors to align their philanthropy with these pressing community needs. We will strive to ensure that New Hampshire’s community foundation reflects the richness and diversity of the New Hampshire community. And we will work with partners from all sectors to build more just economic, social, civic and philanthropic systems.

This work is both urgent and generational — which is exactly what community foundations are built for.

“Together We Thrive” incorporates perspective from many community partners, including hundreds of New Hampshire people who have faced barriers to opportunity. We are committed to listening, learning and creating more opportunities

for people affected by the issues we seek to address to help guide our work.

We believe that New Hampshire can be a community where we can all thrive, together. The future of our state and our shared well-being depend on it. Getting there will take time, deep collaboration and the unflagging tenacity to keep at it, especially when things get hard. We’re in.

Barbara Couch
Chair, Board of Directors

Richard Ober
President & CEO

The Board of Directors approved this strategic plan in December 2021.

Larissa Baia

Maureen Beauregard

JerriAnne Boggis

Mary Johanna Brown

Bishop Robert Hirschfeld

Lucy Hodder

Ken Kinder

Dianne Mercier

Joe Morone

Pawn Nitichan

John Weeks

The American Friends Service Committee works on a towering array of issues — from racial equity to immigrants' rights to economic justice. Foundation grants have helped support and expand operations.



GOAL I: ADVANCING EQUITY AND RACIAL JUSTICE BY...

LEADING WITH OUR COMMUNITY WORK

STRATEGY 1: Elevate community voices, share decision-making power and create solutions together

The Foundation has long brought people together to address pressing challenges, and relies on hundreds of volunteers on committees and advisory boards to advise on grant and scholarship decisions. But the people at those problem-solving tables have not sufficiently represented the richness and diversity of the broader New Hampshire community. Going forward, we will consult and share decision-making power with people most affected by the shared challenges we seek to address and the nonprofits that serve them. We will engage them in our collaborative work, center their perspectives in policy and program solutions and build understanding with donors and others. We believe this approach will transform the way in which we are accountable to community and lead to creating more lasting change.

PRIORITIES

- 1. Listen to, learn from and share power with people who experience the issues we seek to address.** We will build on our work with the Community Listening Team, 15 New Hampshire residents whose interviews with hundreds of community members informed this strategic plan, and increase engagement of staff leaders and board members in communities where we seek to strengthen relationships.
- 2. Launch a racial justice fund designed and led by a group of community partners** with lived experience and a passion for advancing racial justice. Commit to a minimum of five years of funding with initial significant allocation and build it over time.
- 3. Review and improve grant application programs,** starting with Community Grants, to increase engagement in the grantmaking process of people most affected by the issues and maximize accessibility and accountability to the community.
- 4. Expand the Neil and Louise Tillotson Fund's community-centered approach to grantmaking and problem solving in the North Country.**
- 5. Examine the Foundation's regional advisory board system** to determine what changes are necessary to advance the goals of the plan.

GOAL I (CONTINUED)

STRATEGY 2: Increase focus on equity, racial justice and economic security in grantmaking, scholarships and strategic initiatives

We will sharpen our focus on equity, racial justice and economic security across our work, including: striving to improve outcomes for children and families through our New Hampshire Tomorrow initiative, strengthening our state's civic health, protecting the environment, continuing to help communities through the pandemic and addressing basic needs. We will support the nonprofit sector broadly in efforts to advance equity. And we will use our communications platforms, the power of storytelling and the Foundation's voice to advance narrative change and advocate on public issues.

PRIORITIES

1. New Hampshire Tomorrow: Our commitment to children and families

The combination of current crises mean that too many families, children and young people face even higher barriers to opportunity. Our state's economic inequity is keenly felt by children in struggling communities with underfunded school districts, where student outcomes are strongly correlated with poverty. We will fund advocacy, help leverage public relief and recovery funds to create more equitable outcomes for children and families, and continue to support increased access to community- and school-based services. As we work to build more equitable programs, policies and systems, we will strive to make sure that our work is informed by those most affected by the issues we seek to address.

Early Childhood Development and Family and Youth Supports

- Increase availability of high-quality child care and preschool for families who face the greatest barriers to access, through grantmaking and community leadership informed by parents and families.
- Address the increasing mental-health and other needs of our youngest residents by funding community-based interventions, including continuing support of family resource centers.

Substance Misuse and Mental Health

- Align our work in substance misuse prevention, treatment and recovery with work in mental health, sharpening our overall focus on behavioral health equity.
- Increase grantmaking in mental health with a focus on supporting a comprehensive system of care for children and access to culturally appropriate services, working with partners and community members and strategizing for maximum impact under new state plans.

Education and Career Pathways

- Support school-funding fairness in K-12 public schools through grantmaking, partnerships and advocacy.
- Prioritize equity in the development and expansion of scholarship resources to increase funding to students who face the most significant barriers to higher education and training.



Foundation grants support child care centers across the state, including the Country Day School in Colebrook, so families have access to quality, affordable child care.

2. Environmental protection

We will expand our longstanding approach to protecting New Hampshire's natural resources to include issues of equity and addressing climate change and its detrimental impacts on communities.

3. Civic health

We will work with partners to identify leverage points for the Foundation's advocacy, communications, convening power and grantmaking to address polarization, misinformation and other forces that threaten our democracy. We will invest in efforts to expand leadership by and representation of people of color.

4. Pandemic response and basic needs

We will continue to help communities through the pandemic and address basic needs, including using grantmaking, collaboration and impact investments to reduce homelessness and create more stable, safe and affordable housing.

5. Nonprofit support

We will support our nonprofit partners as we strive together to increase diversity, equity and inclusion and reduce bias among staff, leadership and people served.



Generous people gave more than \$10 million to the Foundation's Community Crisis Action Fund to help our communities through the pandemic. Here, the New Hampshire Food Bank distributes food to families in 2020.

GOAL II: ADVANCING EQUITY AND RACIAL JUSTICE BY...

MOBILIZING PHILANTHROPIC RESOURCES

STRATEGY 1: Increase philanthropic capital to advance the priorities in our community work

We will increase the flow of philanthropic capital to address the state's most pressing needs. We will do that with the Foundation's discretionary grantmaking resources; by encouraging holders of donor-advised funds and other donors to join us in using philanthropic resources to solve our collective challenges; and by seeking additional donors who believe in the power of community philanthropy to change lives for the better.

PRIORITIES

- 1. Maximize impact of discretionary funds** by broadening purpose language where appropriate, adjusting the charitable distribution rate when prudent, spending beyond the rate for selected high-leverage opportunities as allowed by fund agreements and lowering barriers to the establishment of spend-down funds.
- 2. Develop new funds** by building relationships with prospective donors and professional advisors, particularly those who share the Foundation's community priorities and are open to collaboration, and work with current donors and other volunteers to expand our network.
- 3. Increase the impact of grants from donor-advised funds** by deepening relationships with fund advisors, enhancing how we share knowledge and staff expertise around equity and racial justice and other community priorities and providing donors with opportunities for community listening and learning.
- 4. Ensure that policies guiding gift acceptance, fund establishment and grantmaking are compatible with our purpose and values.**

STRATEGY 2: Align Foundation investments with purpose and values

Because the Charitable Foundation is a steward of charitable assets on behalf of the community for today and forever, we will seek to achieve both community goals and financial return in our investment strategies.

PRIORITIES

- 1. Bring an intentional, mission-aligned approach to all of our investments.**
- 2. Expand the local "place-based" investing in the region** through impact investing and our Nonprofit Loan Program.



In 2018, Foundation staff and community partners gathered for a day of learning on the importance of equity in community philanthropy.

GOAL III: ADVANCING EQUITY AND RACIAL JUSTICE BY...

ALIGNING OUR OPERATIONS

STRATEGY 1: Adapt business model and operations

Strong internal operations are essential to advancing community priorities, mobilizing philanthropic resources and collaborating effectively with nonprofits and donors. We will continue to adapt and improve to ensure that all aspects of our operations and business model are in alignment with our values and purpose and consistent with the aspirations articulated in this plan.

PRIORITIES

- 1. Implement a change-management approach that clarifies decision-making and delegates authority** to staff closest to the work, emphasizes cross-functional teams and project management, streamlines processes and encourages individual initiative.
- 2. Refine the business model to support our strategic plan priorities** while preserving the Foundation's long-term ability to deliver on its purpose.

- 3. Strengthen use of Foundation communications to advance equity and racial justice.** Drawing on community expertise, review and revise our communications to reflect our priorities and use the power of storytelling and narrative change to increase understanding, bridge difference and help to create lasting change.
- 4. Further align spending on purchasing and practices,** vendor/consultant relationships and community engagement activities to advance equity, racial justice and environmental sustainability.
- 5. Use technology tools and resources to advance the strategic plan** by promoting technical agility and operational improvements, prioritizing data quality and security and increasing accessibility.
- 6. Evaluate operations and facilities in the context of the strategic plan,** the pandemic's impact, the Foundation's long-term needs and changing expectations for the workplace.

STRATEGY 2: Ensure that the Foundation's culture, staffing and governance embody our values

We believe that when many different experiences are represented and valued, we are a stronger community foundation. We strive to create and sustain a culture that is welcoming and supportive of people of all races, identities and backgrounds. We will build a culture of learning and ongoing reflection across the organization and improve our leadership and governance practice.

PRIORITIES

- 1. Implement "Purpose-Driven Board Leadership" as an organizing framework** to make continuous improvement in governance and management practices, decision-making, approaches and board composition. As advocated by Board Source, the principles are: purpose before organization; respect for ecosystem; equity mindset; and authorized voice and power.
- 2. Ensure that our values and commitment to equity and racial justice are embodied in the organizational structure and the roles and qualifications of staff,** beginning with the Senior Leadership Team, and in our workplace, hiring and personnel policies and practices.
- 3. Modeled by leadership, prioritize learning around equity and racial justice** and skills of collaboration, critical inquiry, listening and the trust necessary to engage in difficult conversations and reflect together; examine the aspects of our culture that have been identified as needing to shift, including those rooted in white supremacy and patriarchy.
- 4. Embed learning into our evaluation practice** to ensure that our work is continuously evolving and improving; share findings to hold us accountable to each other, our stakeholders and the community.



NEW HAMPSHIRE CHARITABLE FOUNDATION

The New Hampshire Charitable Foundation is
New Hampshire's statewide community foundation,
dedicated to making New Hampshire a more just, sustainable
and vibrant community where everyone can thrive.

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