

Dartmouth  
Health



WELCOME to the

*Neighbors Helping Neighbors ECHO:*  
Rural Communities Sharing Successes and  
Solving Common Problems

*In Partnership with the Center for Advancing Rural Health Equity*

## Series Learning Objectives

- Effectively engage the abundance of human good will in our communities to support neighbors as helpful.
- Structure outreach efforts, and utilize tools and resources, to most effectively meet our neighbors' needs.
- Develop collaborative relationships between community members, community organizations, and health systems to nurture the health and well-being of our communities.

# Series Sessions

Date	Session Title
1/14/2026	<u><a href="#">What is your purpose</a></u>
1/28/2026	<u><a href="#">Planning for success</a></u>
2/11/2026	Building your volunteer workforce
2/25/2026	Common challenges
3/11/2026	Building key partnerships for success
3/25/2026	Learning together to move forward

# Today's Program

- Brief housekeeping
- Didactic: What is your purpose - Kate Hoepke
- Poll
- Discussion
- Summary
- Up Next



# Building Caring Communities

**Kate Hoepke, MBA** – Founding Partner and Board Chair

[www.villagemovementcalifornia.org](http://www.villagemovementcalifornia.org)



## The Village Model

Villages are community-based organizations that connect older adults to the community, programming, and expertise they need to sustain independence and remain in charge of their lives as they age.

# Building an Infrastructure

- Intentionality – Purpose – Know your WHY
- Rooted in Relationships
- Reciprocity and Pro-Social Values
- Shared Mission, Vision, Values
- Shared Leadership
- Group Agreements - Accountability



# Relational Leadership

R= Respond by balancing giving and receiving

E = Empathize by connecting with heart

L = Listen by uncovering feelings and needs

A = Appreciate by welcoming different perspectives

T = Trust by speaking authentically

E = Equalize by valuing process with outcomes

# Assess Need

- What need are you trying to fill?
- Who are your stakeholders?
- Know your demographics

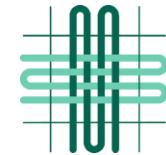
# Asset Mapping

- What already exists to meet the needs you've identified?
- Where are the gaps?
- What are the strengths and resources of your community? Potential partners?

# Potential Pitfalls

- Misalignment of vision, values and implementation
- Poor communication
- Unaddressed conflict
- Lack of leadership/stewardship





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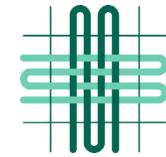


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*Neighbors Helping Neighbors ECHO:*  
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Solving Common Problems

***Session 2, Planning for Success***  
***January 28, 2026***

*In Partnership with the Center for Advancing Rural Health Equity*



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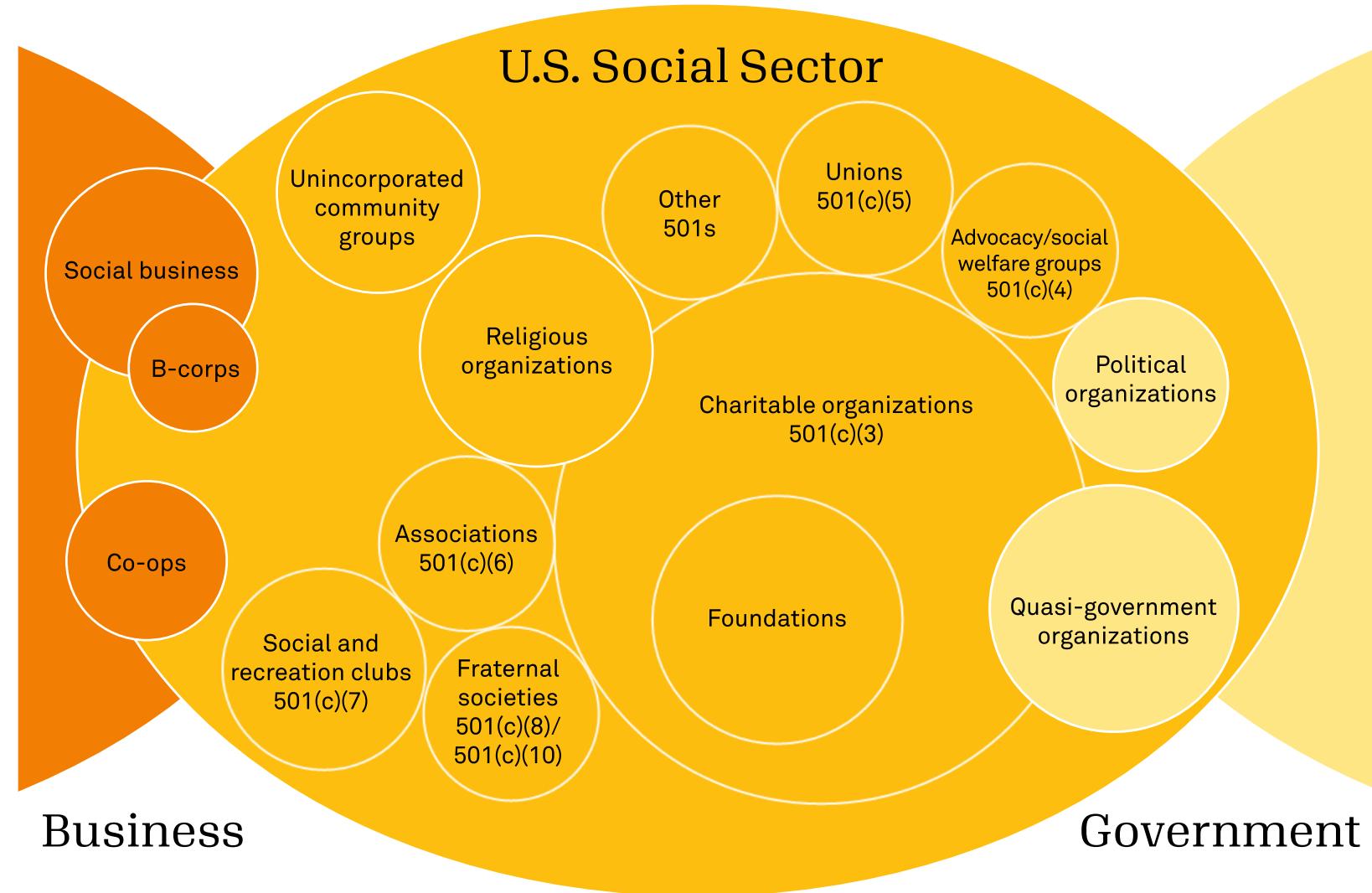


# Organizational Structures and Revenue Streams

*Keryn Kriegl, Project and Relationship Manager, NH Center for Nonprofits*



NEW HAMPSHIRE  
**CENTER  
FOR NONPROFITS**



# NH Nonprofit Sector



**INDEPENDENT SECTOR**

The Nonprofit Sector in  
New Hampshire 

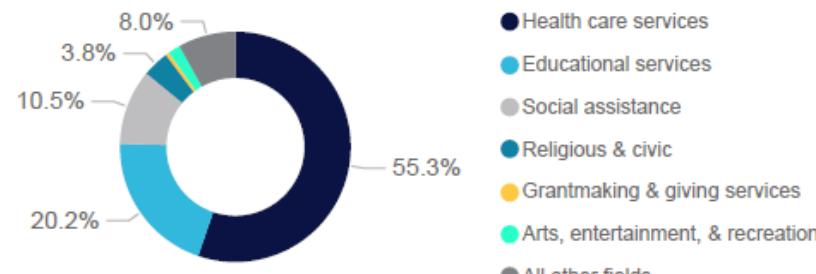


Access additional data and  
see sources at:  
[https://independentsector.org/  
nonprofit-state-profiles/](https://independentsector.org/nonprofit-state-profiles/)

Nonprofit organizations in New Hampshire address pressing challenges every day and lift up people and communities in need. Whether they provide housing, nutrition, spiritual and artistic inspiration, disaster relief, or any other critical services, nonprofits are a powerful force for good.

**9,069**Number of  
nonprofits**734**Number of foundations  
(990-PF return)**\$150.3 million**Contributions, gifts & grants  
paid by foundations**84,168**Jobs  
generated**14.3%**Share of private workforce  
employed by nonprofits

## Nonprofit employment by service area

**347,787**  
volunteers**32.0 million**  
hours of service donated**\$1.1 billion**  
contributed by volunteers to the economy

# VT Nonprofit Sector

## Independent Sector

### The Nonprofit Sector in Vermont



#### At a Glance

#### Nonprofit Organizations

Nonprofit organizations in Vermont address pressing challenges every day and lift up people and communities in need. Whether they provide housing, nutrition, spiritual and artistic inspiration, disaster relief, or any other critical services, nonprofits are a powerful force for good.

**6,411**

Number of nonprofits

**\$610.5 million**

Government grants to nonprofits

**\$85.8 million**

Contributions, gifts &amp; grants paid by foundations

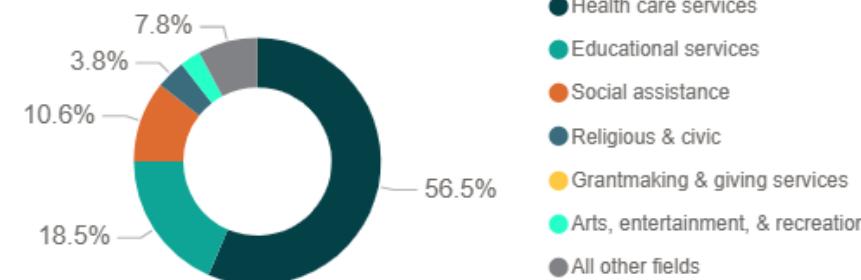
**49,423**

Jobs generated

**19.8%**

Share of private workforce employed by nonprofits

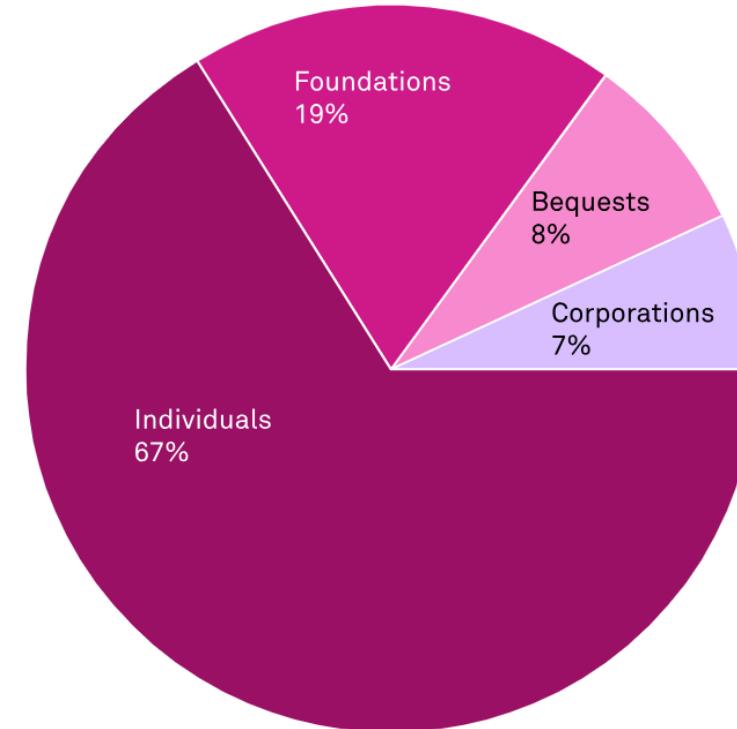
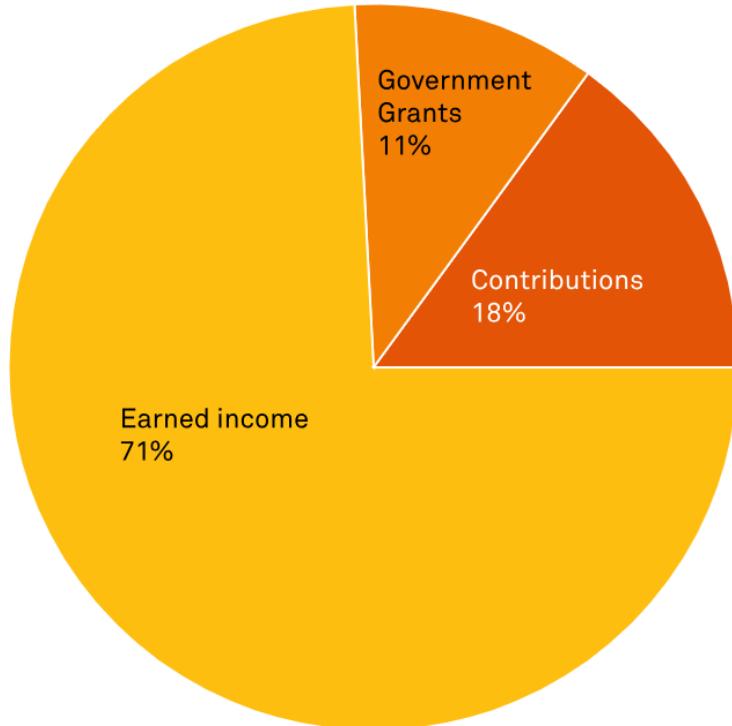
#### Nonprofit employment by service area

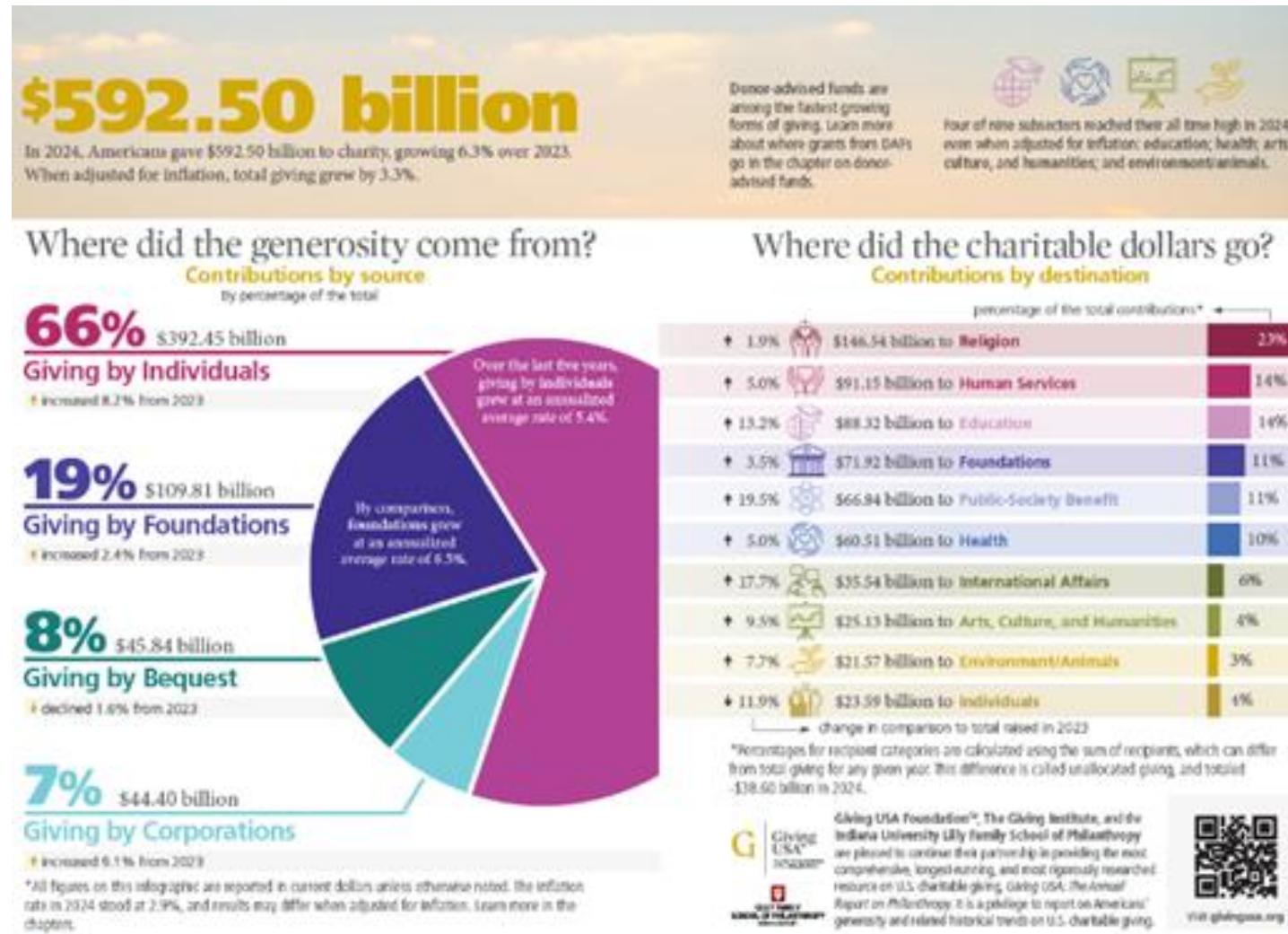


- Health care services
- Educational services
- Social assistance
- Religious & civic
- Grantmaking & giving services
- Arts, entertainment, & recreation
- All other fields

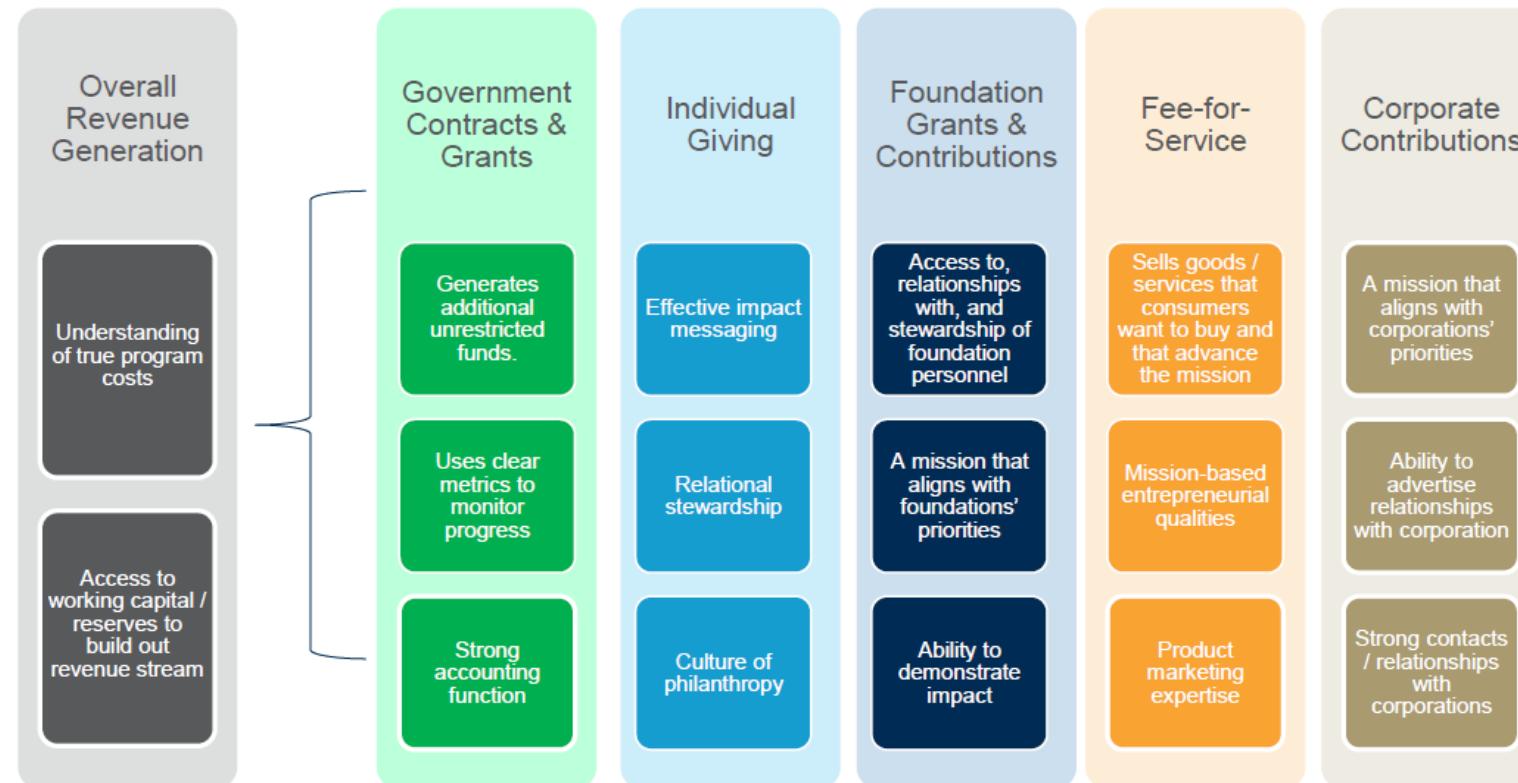
 **220,616**  
volunteers **13.2 million**  
hours of service donated **\$433.6 million**  
contributed by volunteers to the economy

## Revenue Streams





## REVENUE CAPACITIES



## Key Takeaways

**Over 5%**

contributed by U.S. nonprofits to the economy in 2024.

U.S. Bureau of Economic Analysis, 2025

**88%**

of nonprofit organizations report receiving individual donations in 2024.

Nonprofit Finance Fund, 2025

**32%**

of nonprofit organizations report having less than three months of cash on hand.

Nonprofit Finance Fund, 2025

**81%**

of nonprofits report struggling to raise enough funds to cover all their costs.

Nonprofit Finance Fund, 2025

<https://healthysector.org/economy-finance/> and <https://nff.org/>

## 12 Questions to answer before forming a charitable nonprofit

- What will the charitable purposes of the organization be?
- What core activities will it perform?
- Who will benefit from the activities of the organization?
- Have you considered alternatives to forming a new nonprofit, such as fiscal sponsorship or donor advised funds?
- Are there existing nonprofits with a similar mission, and, if so, have you discussed your ideas with them?
- Can your mission be furthered more effectively and efficiently by an existing nonprofit?
- Can you attract sufficient resources to start and operate a new nonprofit?
- What will your primary source of income be? (donations from individuals/foundations, generated earned income, etc.)
- Have you drafted a business plan, including a three-year projected budget?
- Are you familiar with what it takes to start and run a nonprofit in compliance with the laws and best practices?
- Whose help will you need to form the nonprofit and get it running?
- Do you have enough interested people to form a board of directors? Do you know the minimum size of a board in your state?

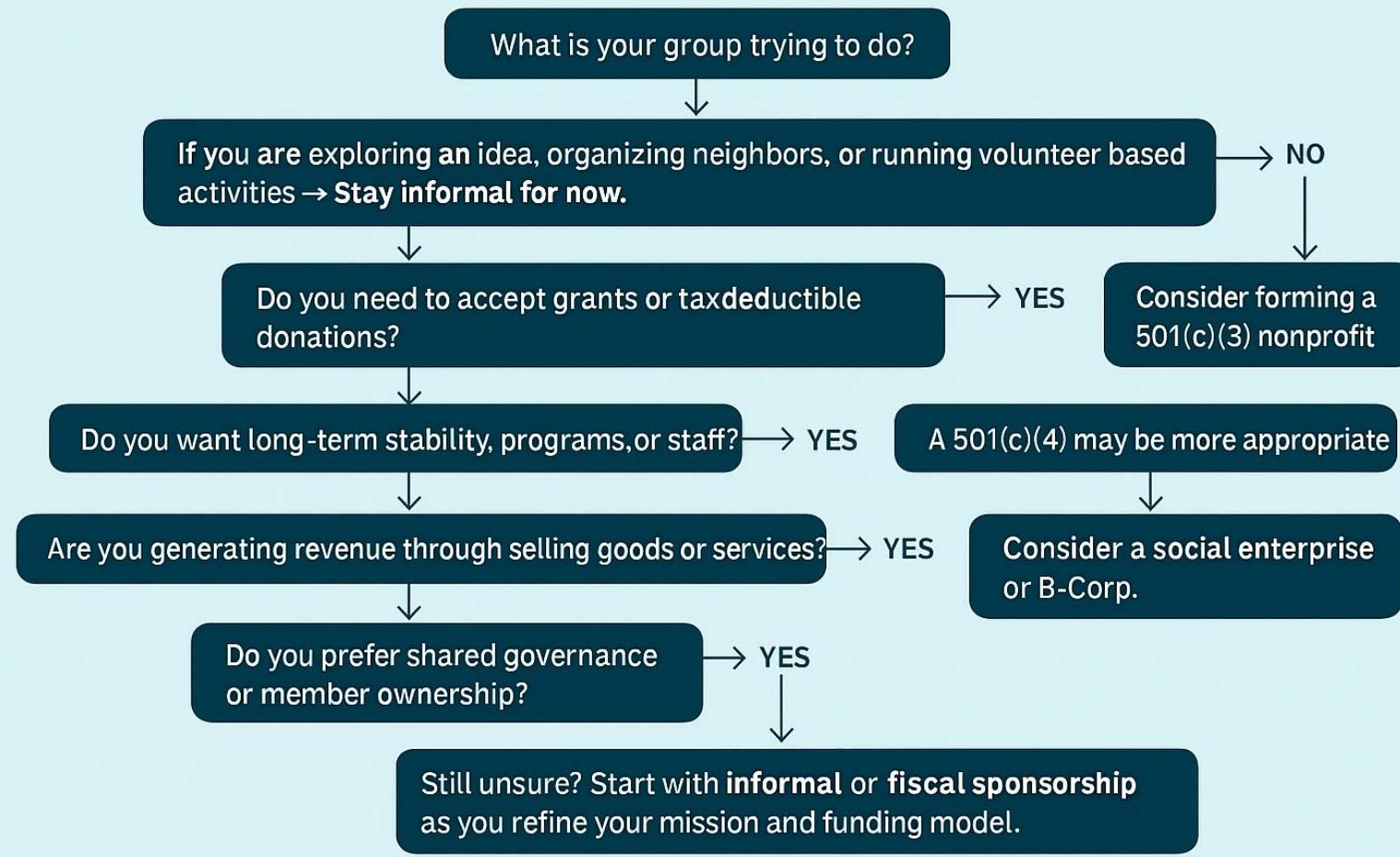
## Advantages

- **Tax exemption or deduction**
- **Ability to offer Tax-deductible contributions**
- **Eligibility for public and private grants**
- **Formal structure**
- **Limited Liability Protections**

## Disadvantages

- **Cost - financial and time**
- **Paperwork and compliance**
- **Shared control-must work with a board**
- **Transparency & Scrutiny by the public**
- **Competition for funding**

## WHICH STRUCTURE IS RIGHT FOR US?



# Resources

- [IRS Charities and nonprofits](#)
- [NHNonprofits.org](#) and subscribe to [Nonprofit Notes e-newsletters](#)
- [New Hampshire Nonprofits LinkedIn Group](#)
- [New Hampshire Charitable Trusts Unit](#) and [Free Training](#)
- [SBDC New Hampshire](#)
- [GoodWork](#)
- [CommonGood Vermont](#)
- [Vermont Consumer Protection Unit](#)
- [Social Impact Commons Fiscal Sponsorship 101](#)

# Thank you!

Keryn Kriegl  
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# PLANNING FOR SUCCESS CASE STUDY

## Kearsarge Neighborhood Partners

STEVE ALLENBY, CHAIR  
KEARSARGE NEIGHBORHOOD PARTNERS  
[KNPnh.org](http://KNPnh.org)



## Four Key Assumptions

- We are ALL neighbors
- People want to make a positive difference

*“Purpose is the place where your deep gladness meets the world’s needs.” – Frederick Buechner*

- Catalyst to bring community partners together
- Flexible time expectations for volunteers  
“No guilt” organization



# VISION

We envision a community where neighbors help each other flourish and everyone has the opportunity to experience material, spiritual, and relational wholeness.



# MISSION

KNP collaborates with individuals and organizations to create a vital and resilient community, empowering people to achieve the lives they aspire to live.



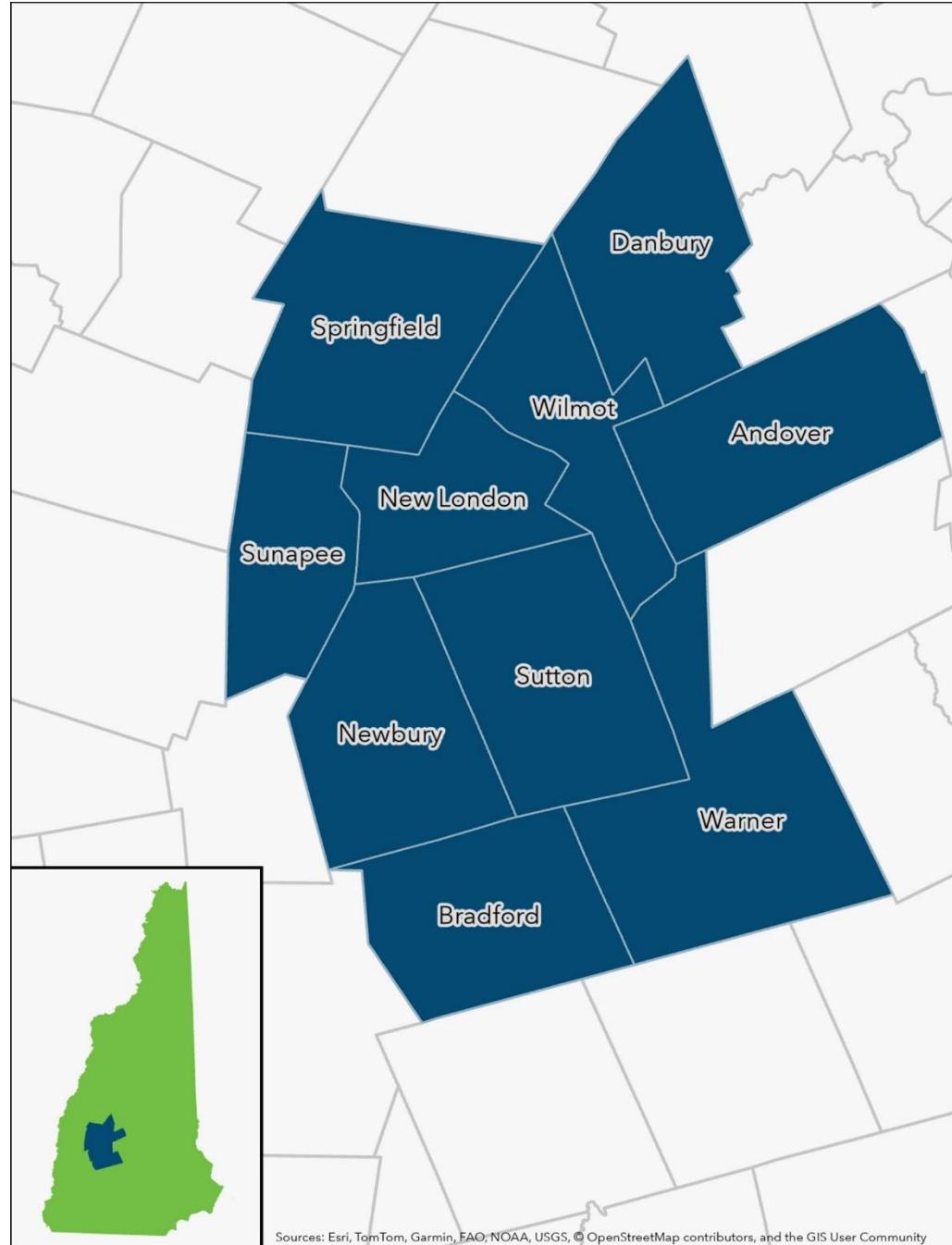
# PRINCIPLES

- Respect human dignity and embrace the transforming power of love and compassion.
- Interpersonal relationships with individuals and families can empower our community.
- Do not do for others what they have the capacity to do for themselves.
- Recognize the value of reciprocity.
- Seek opportunities for those we serve to join us in building community.



# GEOGRAPHIC FOCUS

12,000 +/- people





## On Your Mark, Get Set, Go!

- Early 2019 - started discussions re improving community
- End of 2019, agreed on:
  - Vision, Mission, Principles,
  - Organization name
  - Articles, Bylaws, and Officers
- February 2020 - filed as NH nonprofit and 501(c)3
- Mid 2020 – established:
  - domain name
  - website
  - monthly newsletter
  - information system



## Initial Focus: Advocacy and Flash Missions

- Advocacy
  - Teams of 2 work with households who could move out of crises with some help
- Flash Missions
  - One-time activity
  - Under 2 hours



## Our Evolution

- Advocate program has had limited growth
  - Advocate referrals too complicated
  - Program needed more structure
- Flash missions have multiplied/expanded their scope
- Discovered the need to work with community partners to address systemic social issues
  - Kars for Kearsarge - 21
  - Tray it Forward – 400+ seedling trays
  - Window Dressers – 200+ storm windows
  - Seedling Program



## Bumps in the Road

- Grew to 260 volunteers by the middle of 2021
  - COVID
  - Volunteer Coordinator burned out Dec. 2021
  - Hired a 15 hour/week volunteer coordinator
- 2024 realized that we did not adequately know our volunteers and community partners
  - Upgraded our information systems – more secure and better volunteer information
  - 2025 - Hired part-time Partnership Coordinator to improve partnerships and back up VC



## Lessons Learned From Our Formation

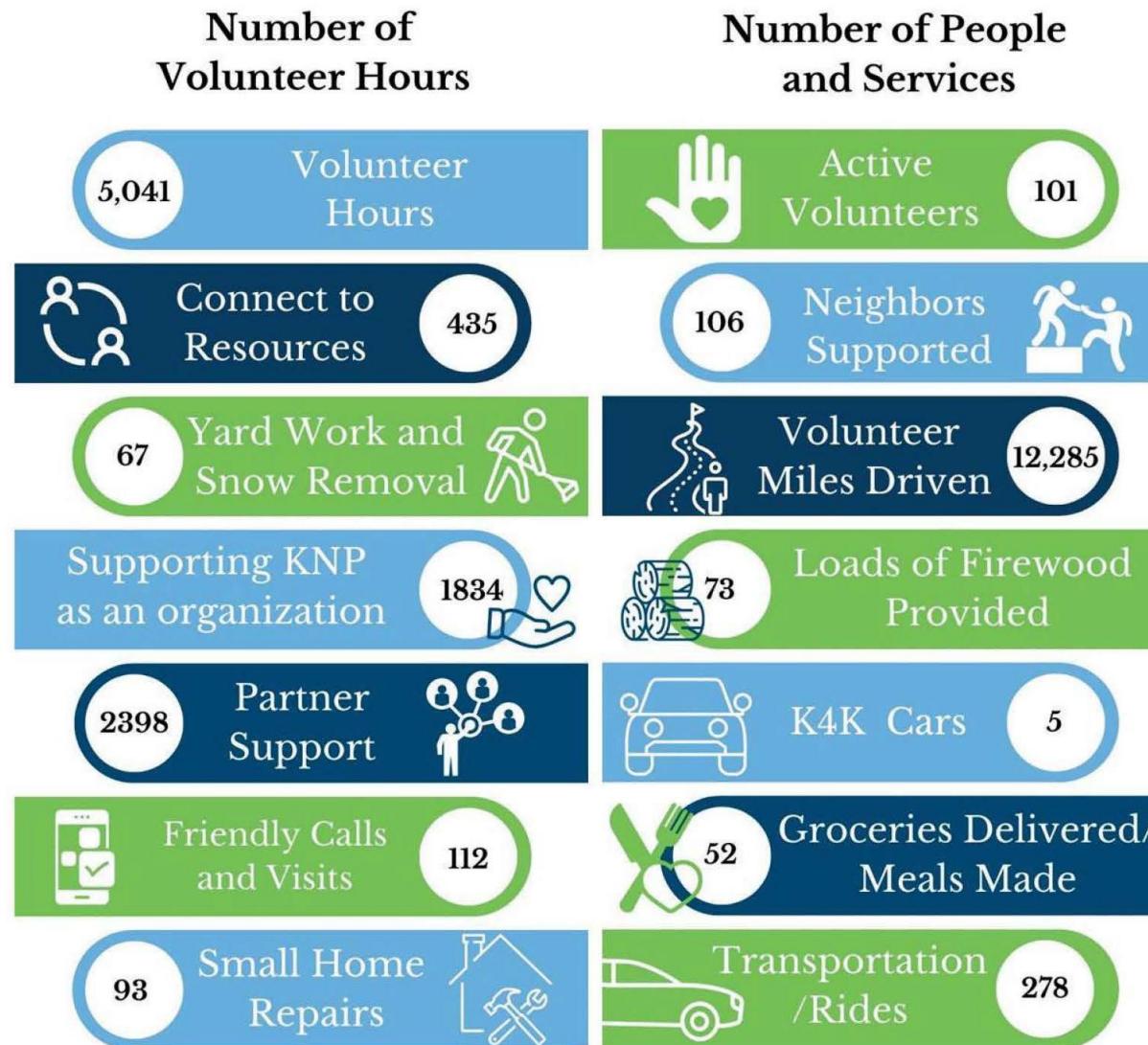
- Agree on “what” you want to accomplish before discussing “how” to do it
- Look for the holes that need to be filled
- Establish a vision, mission and values for your group
- Develop structures/bureaucracy only when necessary
- Err on the side of action – act now and adjust later
- Start with a manageable scope – then be flexible to follow where you might expand

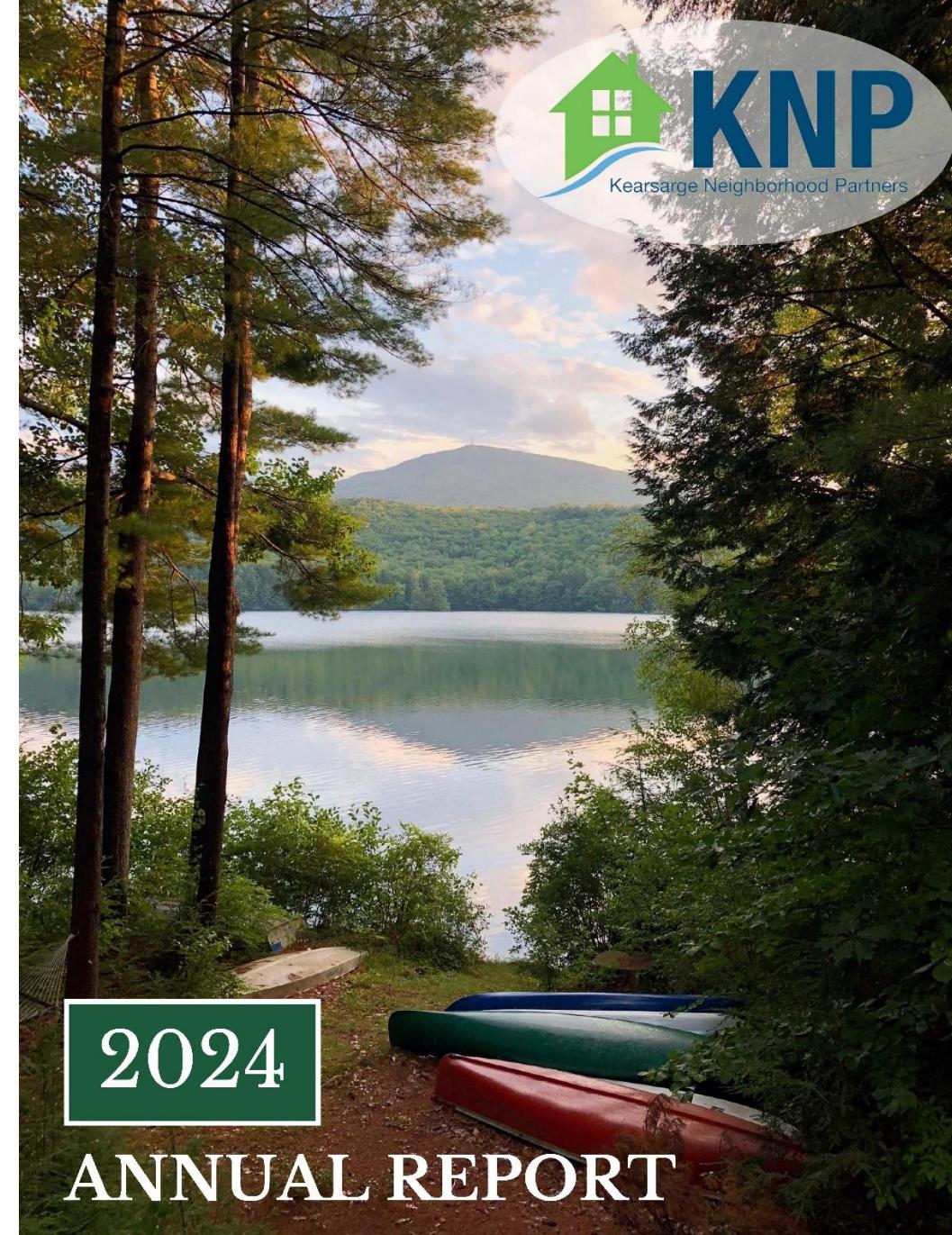


## Lessons Learned From Our Operations

- Make it very easy for a volunteer to join/participate
- Give volunteers flexibility without micro-management
- Promote volunteer socialization
- Know your volunteers, neighbors and community partners well
- Clearly define and agree upon your volunteers' roles and expectations with neighbors and partners
- Know when to hire outside help, or slow down
- Board meetings focused on strategy
- Ratio of volunteer pool to the scope of activity is vital
- Be true to your Vision, Mission and Principles in all that you do

# 2024 PROGRAM BY THE NUMBERS





<https://knph.org/wp-content/uploads/2025/02/KNP-Annual-Report-2024-v3-1-large.pdf>