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	[What is your purpose](#)
1/28/2026	[Planning for success](#)
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

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

WELCOME to the

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

Session 2, Planning for Success
January 28, 2026

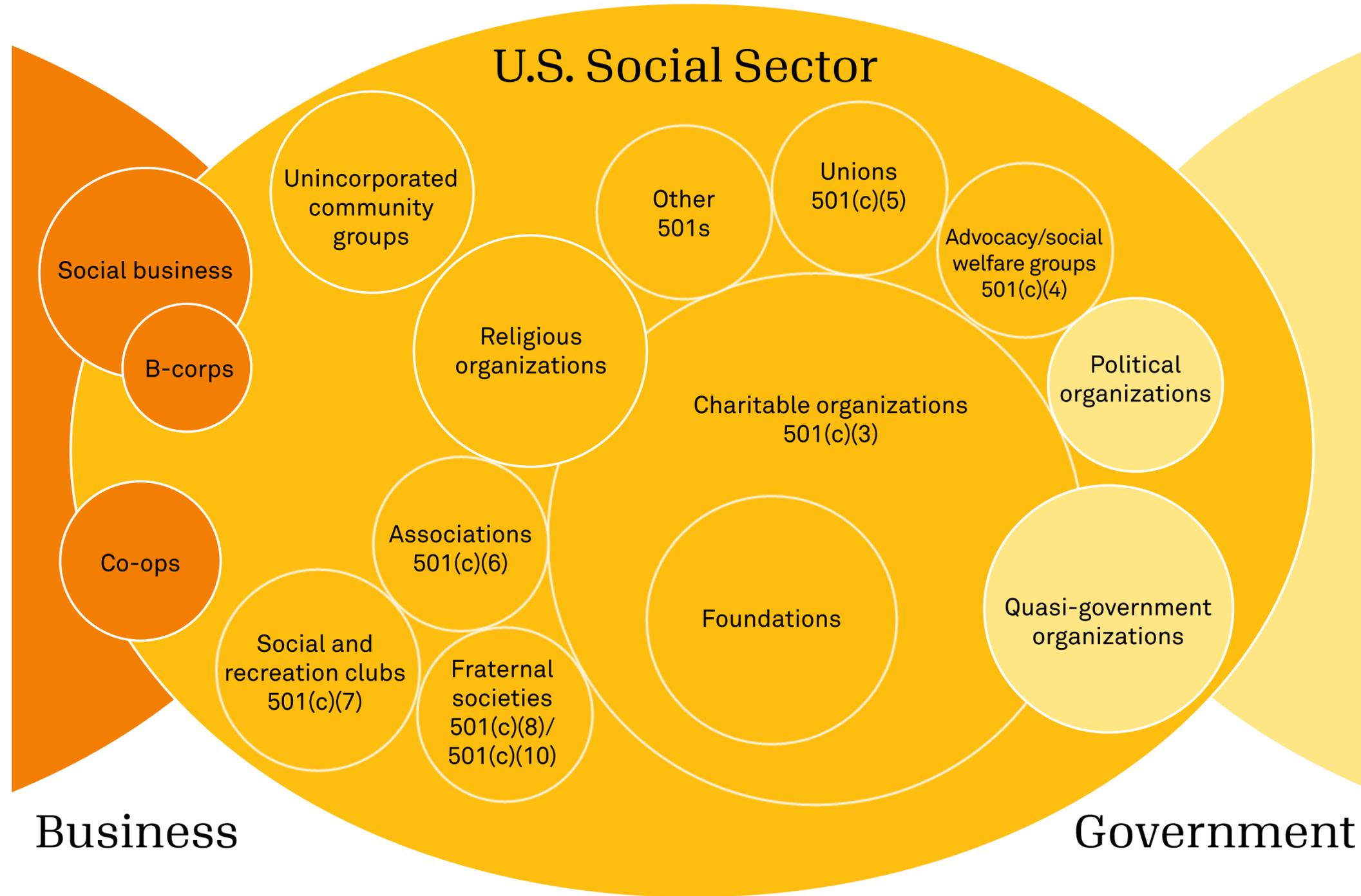*In Partnership with the Center for Advancing Rural Health Equity*

Organizational Structures and Revenue Streams

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

U.S. Social Sector

Business

Government

https://candid.org/impact-insights/us-social-sector/

NH Nonprofit Sector

INDEPENDENT SECTOR

The Nonprofit Sector in

New Hampshire ▼

Access additional data and see sources at:

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

Nonprofit employment by service area

- 8.0%
- 3.8%
- 10.5%
- 55.3%
- 20.2%

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

347,787 volunteers

32.0 million hours of service donated

$1.1 billion contributed by volunteers to the economy
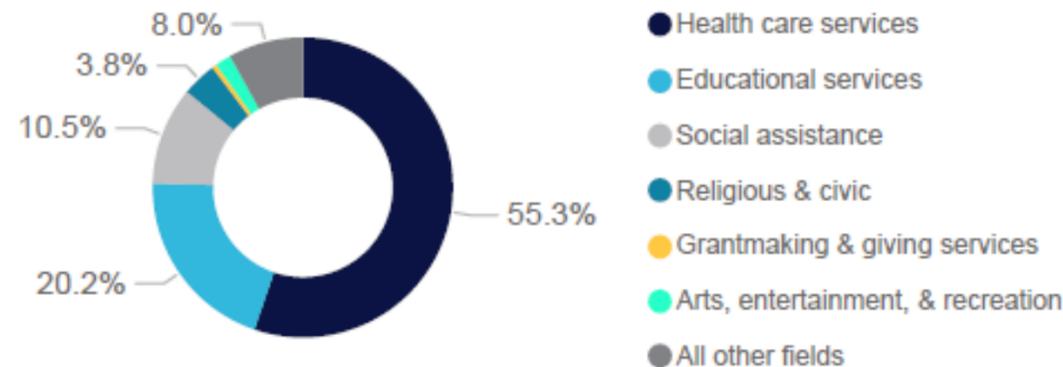
VT Nonprofit Sector

Independent Sector

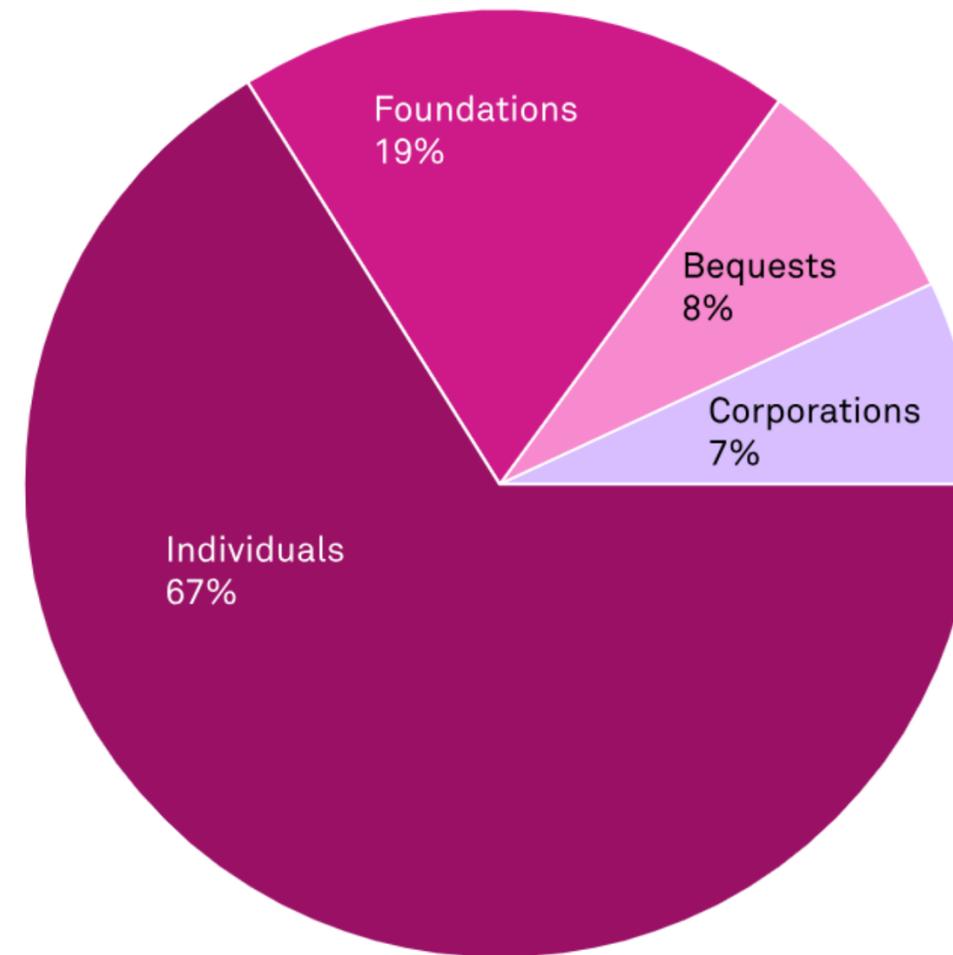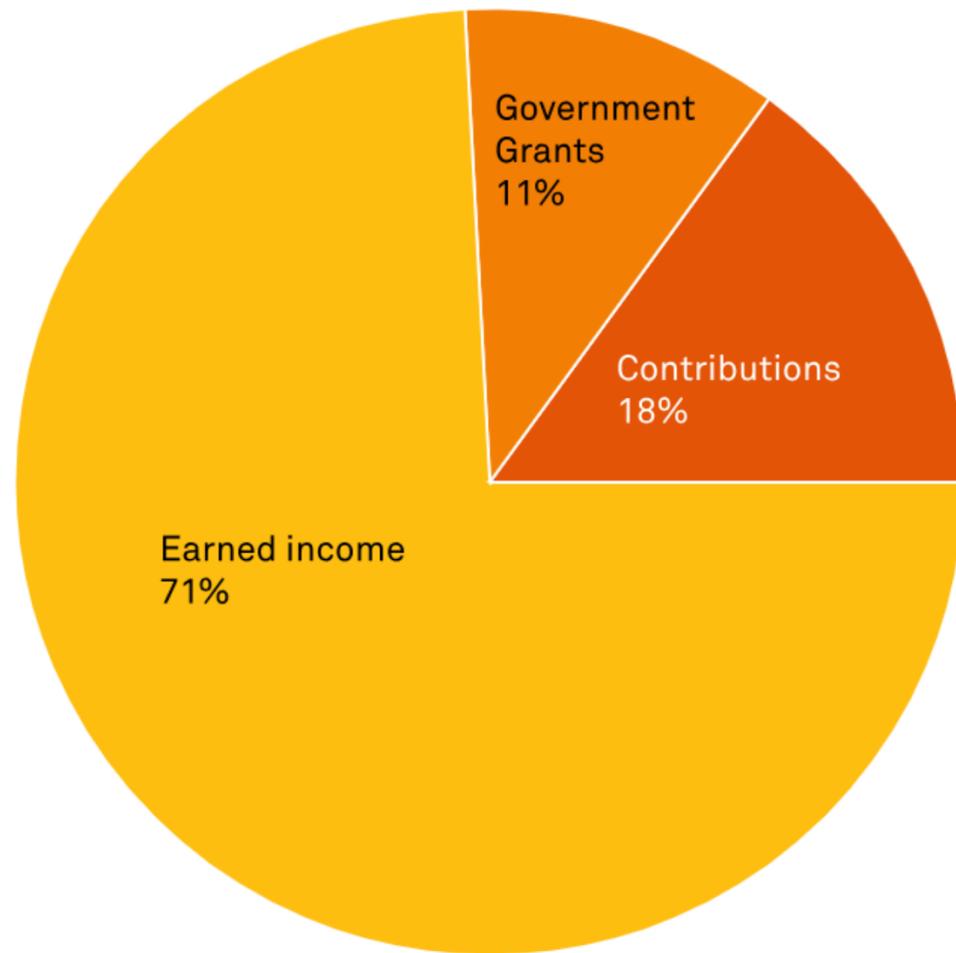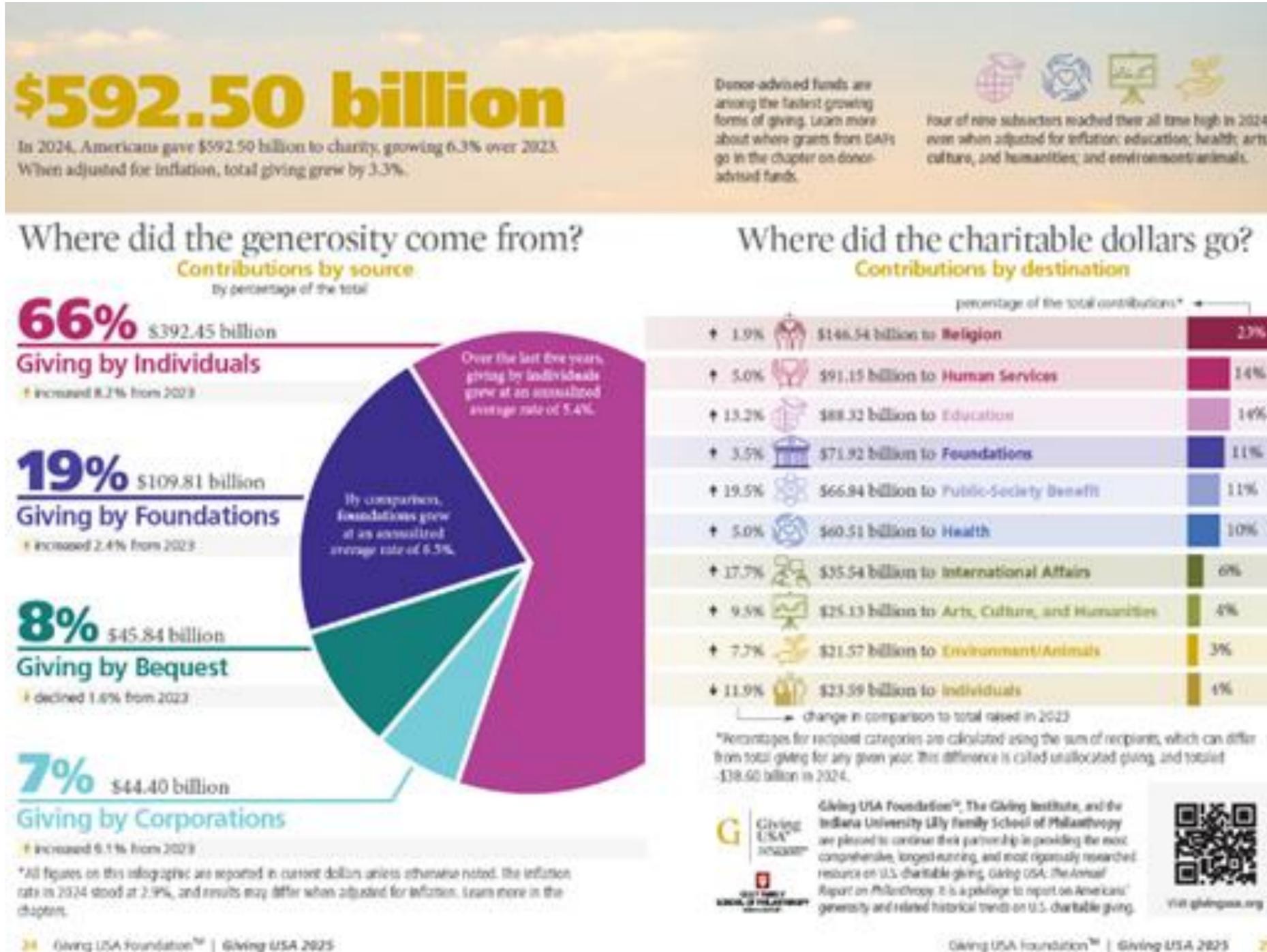**The Nonprofit Sector in**
Vermont

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.
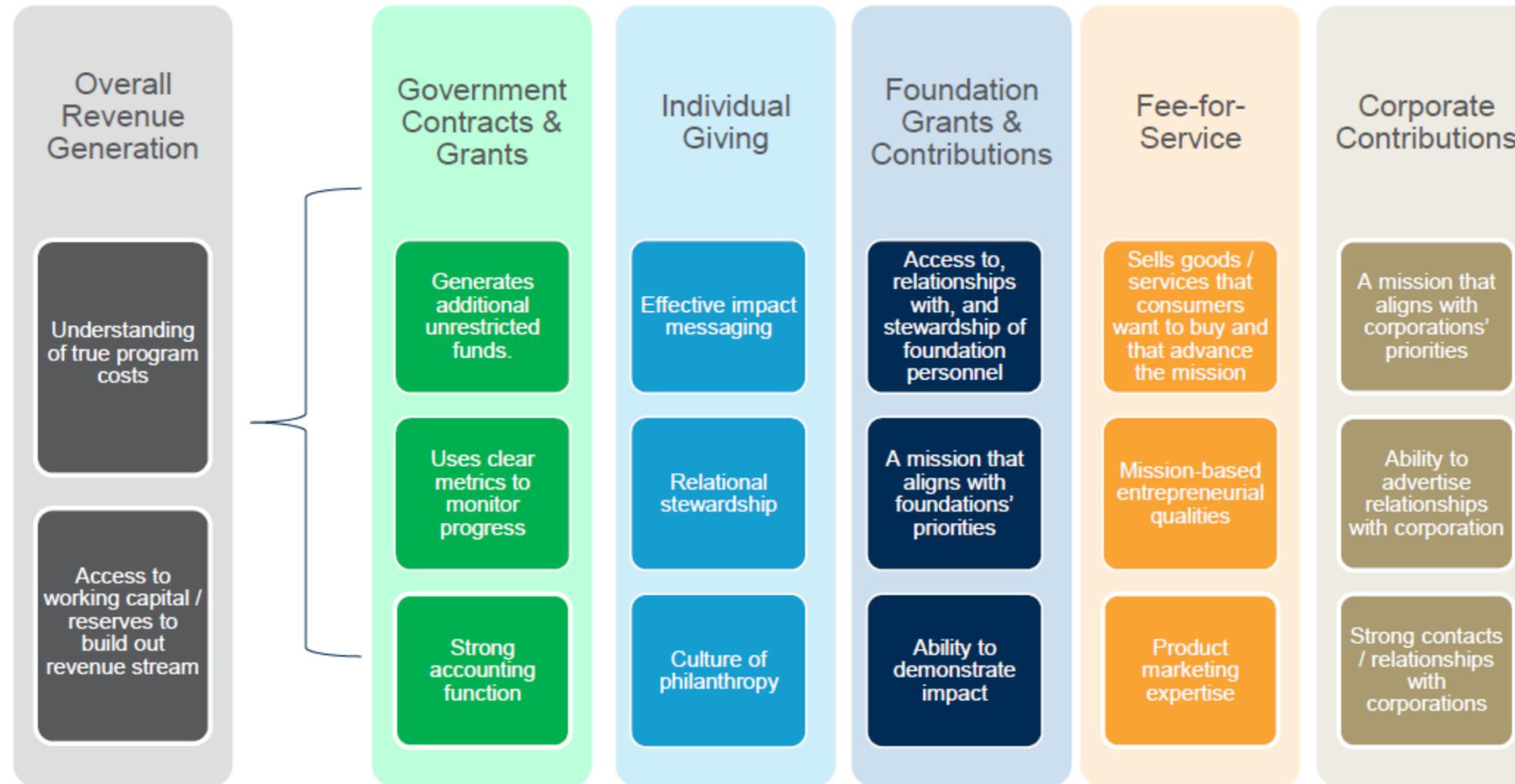
6,411	$610.5 million	$85.8 million	49,423	19.8%
Number of nonprofits	Government grants to nonprofits	Contributions, gifts & grants paid by foundations	Jobs generated	Share of private workforce employed by nonprofits

Nonprofit employment by service area

- Health care services — 56.5%
- Educational services — 18.5%
- Social assistance — 10.6%
- Religious & civic — 3.8%
- Grantmaking & giving services
- Arts, entertainment, & recreation
- All other fields — 7.8%

220,616 volunteers

13.2 million hours of service donated

$433.6 million contributed by volunteers to the economy

https://independentsector.org/nonprofit-state-profiles/

Revenue Streams

Pie chart 1:
- Earned income 71%
- Government Grants 11%
- Contributions 18%

Pie chart 2:
- Individuals 67%
- Foundations 19%
- Bequests 8%
- Corporations 7%

https://candid.org/impact-insights/us-social-sector/money/

REVENUE CAPACITIES

https://spectrumnonprofit.com/resource/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?
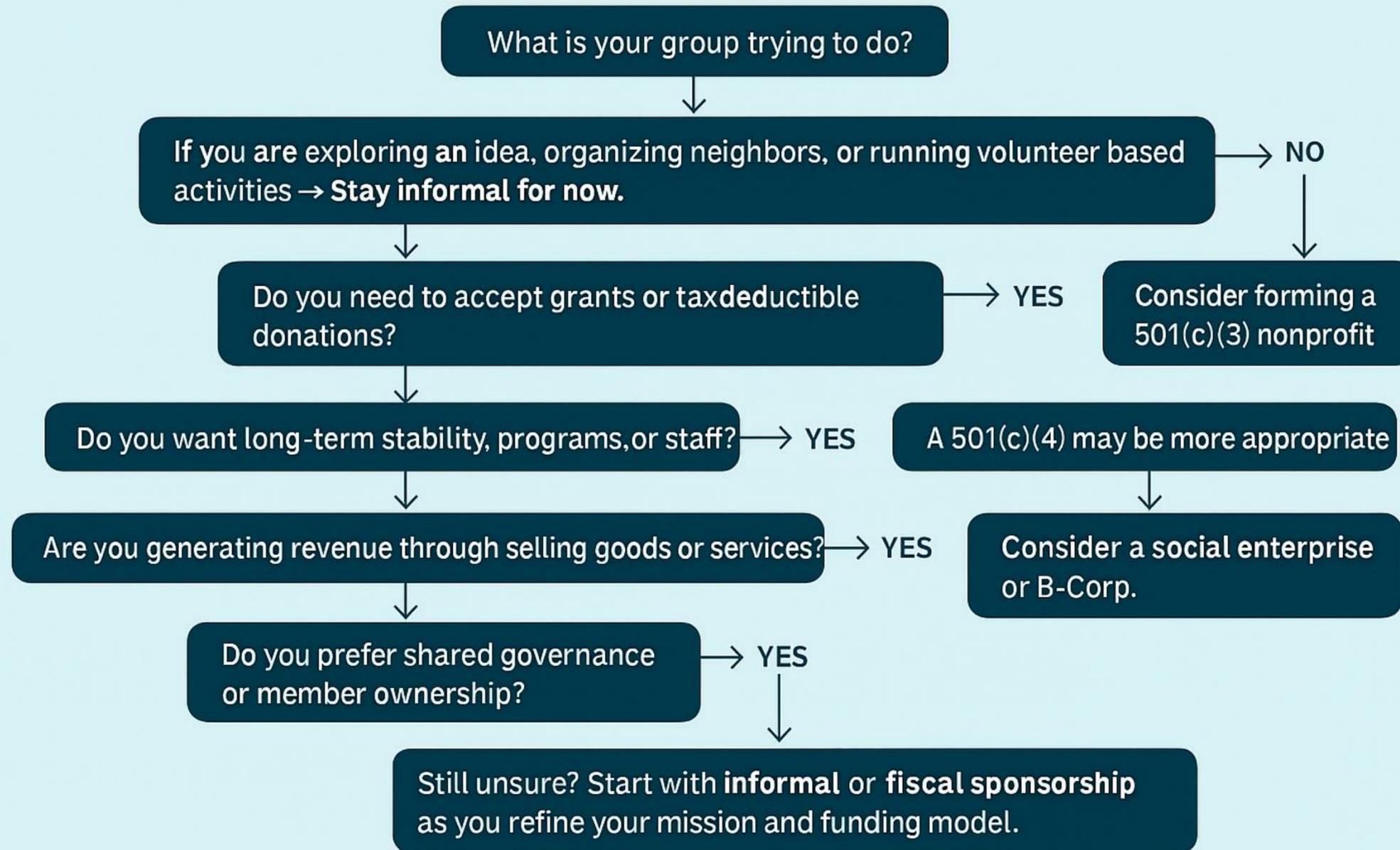
Advantages

- **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**

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
kkriegl@nhnonprofits.org

PLANNING FOR SUCCESS
CASE STUDY

Kearsarge Neighborhood Partners

STEVE ALLENBY, CHAIR
KEARSARGE NEIGHBORHOOD PARTNERS
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.
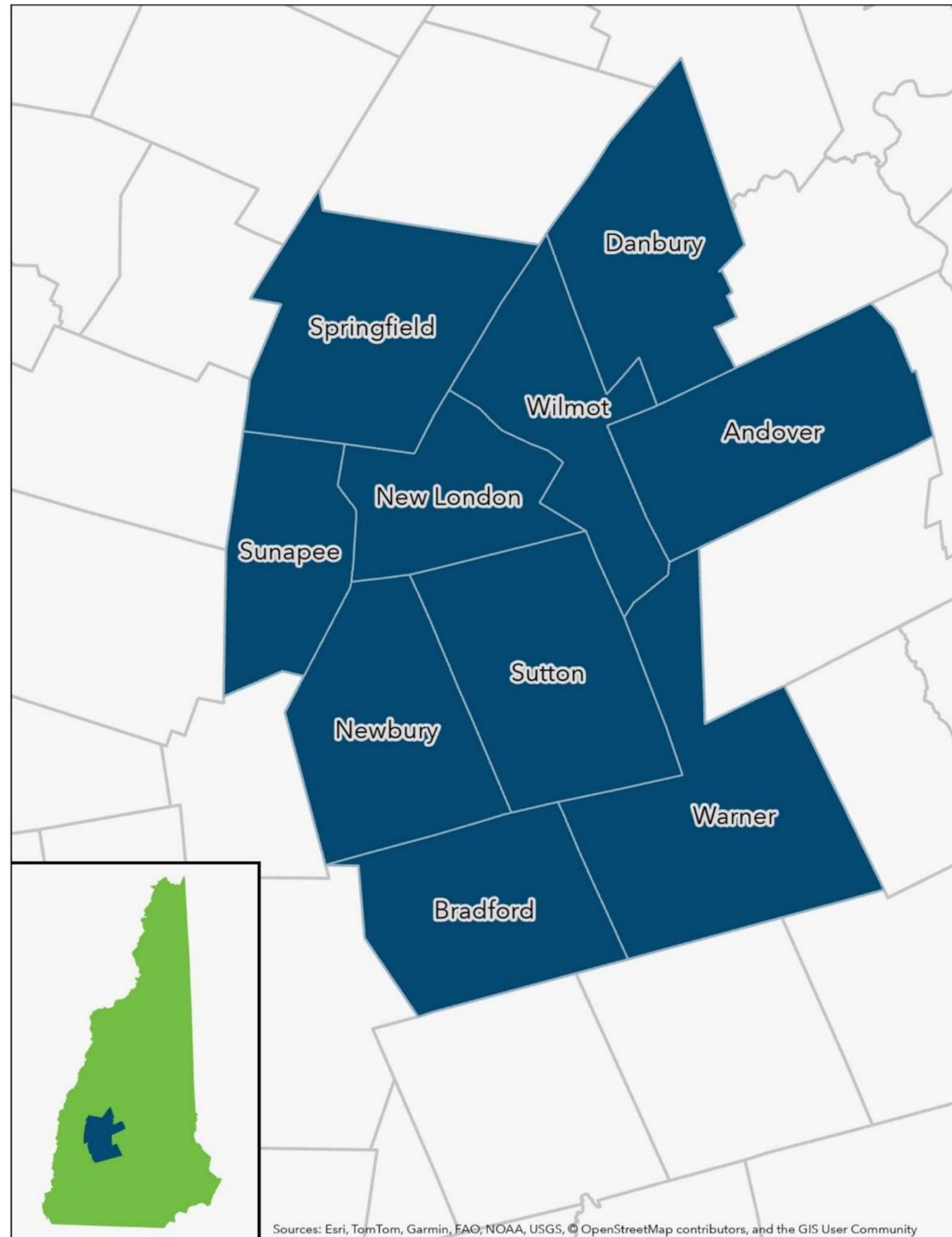
MISSION

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
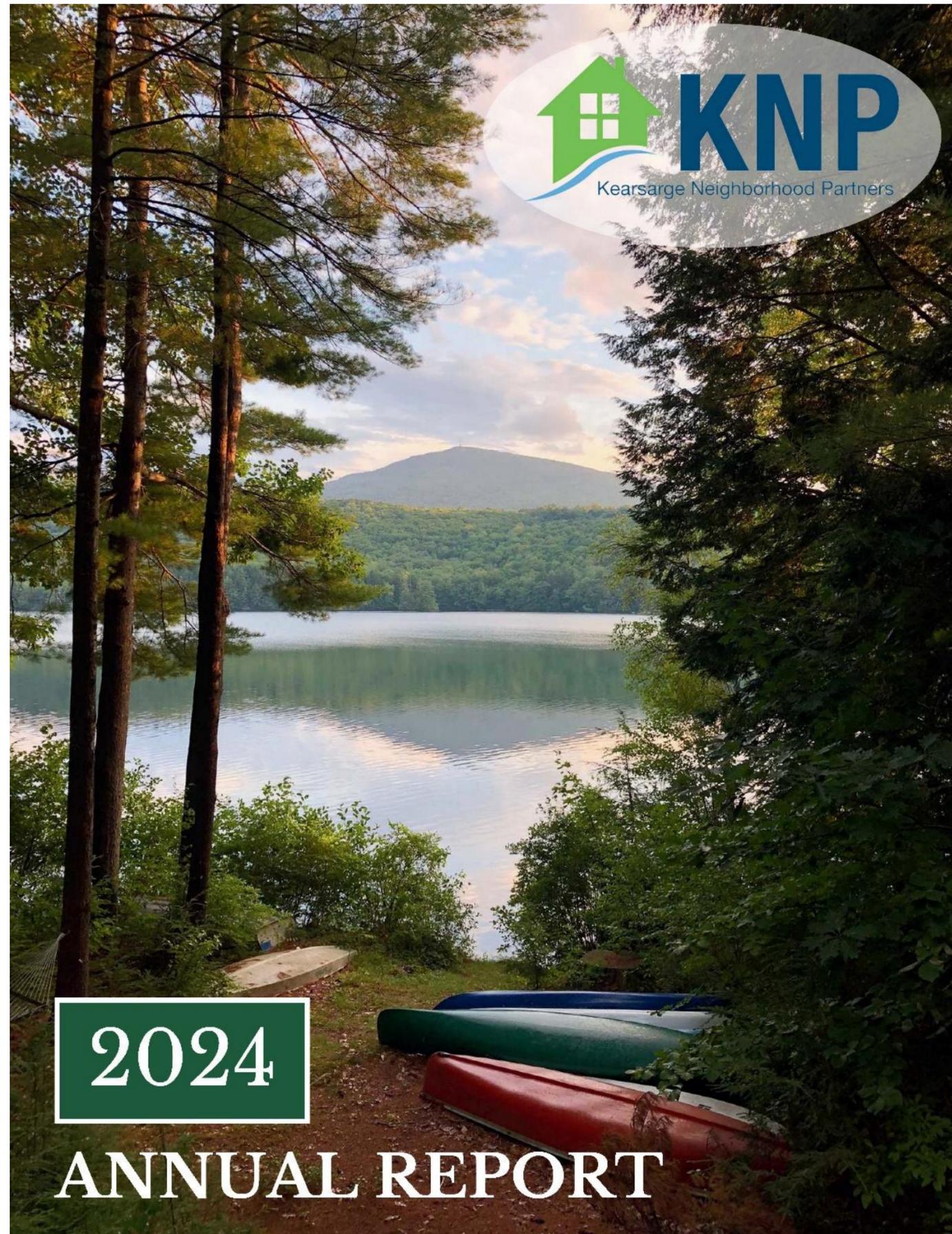
Lessons Learned From Our Operations

- 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

Number of Volunteer Hours

Number of People and Services

5,041 Volunteer Hours	Active Volunteers 101
Connect to Resources 435	106 Neighbors Supported
67 Yard Work and Snow Removal	Volunteer Miles Driven 12,285
Supporting KNP as an organization 1834	73 Loads of Firewood Provided
2398 Partner Support	K4K Cars 5
Friendly Calls and Visits 112	52 Groceries Delivered/ Meals Made
93 Small Home Repairs	Transportation /Rides 278

2024

ANNUAL REPORT

WELCOME to the

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

Session 3, Building your volunteer workforce
February 11, 2026

In Partnership with the Center for Advancing Rural Health Equity

BUILDING YOUR VOLUNTEER WORKFORCE

GROWING CARING CAPACITY IN THE COMMUNITY

Martha Tecca

martha@sharevtnh.org

SHARe

Supporting and Helping Asylees and Refugees

GROWING CARING CAPACITY IN THE COMMUNITY

Volunteers — A Continuum — **Neighbors**

Volunteers		Neighbors
Organizational mission, Specific goals	**Purpose**	Shared community, culture of caring
Transactional; Service provider to client	**Relationship**	Personal connection; Peer to peer
Hierarchical, documented, vetted; Paid leaders	**Structure**	Trust-based, Informal, flexible; Leaders are also neighbors
Defined, specialized by area of need or large projects	**Scope**	Responsive to wide variety of needs or community projects
Scheduled, ongoing; or project based	**Time Commitment**	Occasional, spontaneous; OR 'All In'
Community-wide, regional	**Location**	Immediate neighborhood (or small community), affinity group.
Admin, documentation, systems	**Coordination**	Triage; trust- and network-building

IT IS A STRESS MESS OUT THERE

Still, *we* are resilient.
4 Enduring Leadership Lessons from Minnesota

by Christina Rosenberg, Forbes.com 2/9/26

MINNESOTA TOGETHER YOU BETCHA

1. Expansion Beats Contraction
2. Lead From Where You Are
3. Community Outperforms Silos
4. Real Leadership Happens When No One Is Watching

And it's not just Minnesota.
65% of adults feel personally responsible for helping to shape the nation's future.

From an 8/25 survey for the 2025 APA Report on Stress in America

COORDINATION IS EVERYTHING

Volunteer Programs

Neighbors Helping Neighbors

Highly Administrative, Documented, Systematized

- **Powering achievement of organizational goals**
- Defined services to deliver and tasks to complete
- Specified, documented roles and responsibilities
- Consistent screening, verifying for skills and fit
- Clear boundaries around service scope
- Consistent communication channels and protocols
- Solid management systems (many "flavors")
- Data capture for evaluation and demonstration
- **An evolving, improving system**

Highly Relational, Responsive, Flexible — HUMAN

- **Feeding a culture of caring, wellbeing, and belonging**
- Broad and evolving scope of opportunities to help
- Everyone can ask, everyone can help
- Building *and accessing* known, trusted networks
- Following the lead of those closest to the need
- Use ALL the communication channels, personal best
- Skilled triage "artists" and creative problem-solvers
- Capture stories, share testimonials
- **A 'mycelium network'**

NEED BOTH capacities to reap all the abundance — and need a mixture in each environment

SOCIAL CHANGE MAP

UNDERSTANDING AND EMPOWERING AN ECOSYSTEM

Developed by Deepa Iyer in 2017, the framework helps individuals and organizations clarify values, identify roles, and support communities, networks, organizations, campaigns, and other goal-driven social change efforts.

5

THE **SHARe** MISSION

SHARE A WARM WELCOME AND NECESSARY SUPPORT TO REBUILD LIVES AND BUILD THRIVING COMMUNITIES.

CORE PRINCIPLES DRIVE ROLES

SHARe

Supporting and Helping Asylees and Refugees

- **Welcoming and accompanying, not "serving"**

  SHARe our compassion, understanding, and patience

- **Meeting needs as a community**

  SHARe our abundance

- **Collaboration and partnerships**

  SHARe our missions

- **Opening doors, removing barriers**

  SHARe our "power"

- **Advocacy and awareness.**

  SHARe our voices

MATCHING RESOURCES WITH NEEDS

- **Legal Support**
- **Housing**
- **Jobs, career direction**
- **Education**
- **English language learning**
- **Medical, dental, mental health**
- **NEW: Preparation and safety**

- **Physical and creative outlets**
- **Social Involvement**
- **Opportunities to share culture and identity**

SHARe OUR ABUNDANCE

Together, We Have Enough

SHARe 2026 ORGANIZATIONAL PRIORITIES

1. **Help newcomers' address needs, as they arise**
2. **Increase organizational and community capacity**
3. *Respond to escalating immigration and humanitarian threats*

"Building the plane while flying

ORGANIZING TO GROW COMMUNITY CAPACITY

SHARe

Welcoming Operations
Volunteer and Partner Coordination

Infrastructure and Capacity Building

Newcomer Support Teams

Resource Teams

SHARe Sponsorship

Connections and support

Families

Individuals

Partnering with family sponsors

Families

Individuals

Private sponsors

Independent newcomers

Migrant farm workers

Former clients, out of the UV

Health (CHANT)	Legal
Housing	English
Jobs	Technology
Education	Driving

Vision and Strategy

Volunteer Engagement

Partner Outreach and Engagement

Fundraising

Financial Management

Communications

Contact Management

Event Planning

Advocacy

CHANT Community Health Access and Navigation Team

Launched in 2023, Being reenergized now

Purpose: Resource to those accompanying refugee newcomers, so that all newcomers have access *and become connected to* the services and supports they need.

Team: "Coalition of the Willing" – committed, active collaborators across community and system health and wellness services and supports. *Primary care, mental and behavioral health, dental health, public health, community-based health and wellbeing supports, navigators, NH & VT state refugee health coordinators.*

HOW TO MOVE FORWARD? WITH HUMANITY.

- **First, do no harm.** And help reduce the harm by the system.
- **Remember who you are.** You're a neighbor, friend, family member, teammate ...
- **Be alert** to unsafe, unhelpful individuals or situations and help others avoid them.
- **Take the lead from the community.** Respect their capacity. Grow shared power.
- **Take the time to build relationships.** You can only move at the speed of trust.
- **Find the bridges** between formal volunteer efforts and neighborhood capacity.
- **Delay any system improvement that doesn't reduce chaos** in the very short term.
- **ASK** for help. Take care of yourself. **SHARE** freely. It will lift you up.
- **Forgive the 'hustle fouls'*.** And anything else you possibly can.

*Thanks, Steve!

Formal care systems don't often fully recognize the power and importance of neighbor care networks.

Traditional community resilience frameworks often <u>overlook</u> the vital, culturally grounded assets, such as mutual aid networks, civic participation, and social trust."

Choi, 2022

CCL GOALS

1. Strengthening community support networks.

2. Unleashing volunteerism through a neighbor care structure.

3. Creating multiple on-ramps/opportunities for neighbors to engage.

CONTEXT

LYME DEMOGRAPHICS

1. Approx. population 1,720
   27% 65+
   10% 75+
2. 19% 65+ population live alone
3. 92% of households have access to the internet
4. 70% of residents have seen a physician in the past year
5. A rural and affluent community

COMMUNITY CARE OF LYME

1. CCL founded in 2014
2. Annual Budget $190,000, 2 part-time staff (1.5 FTE)
3. Catchment includes the towns of Orford, Thetford and Fairlee*
4. Programming focus on community connections and wellness
5. Strengthening existing community linkages and helping to fill need gaps

* Rural Perception Scale, Alford-Teaster, 2023

CCL APPROACH

BONDING AND BRIDGING*
building community cohesion and trust among neighbors and community groups

MULTIPLE ENTRY POINTS
facilitating multiple entry points for neighbors with different comfort levels, availability, and skills

AUTHENTIC RECIPROCITY
shifting from transactional, volunteer models toward authentic engagement

INFORMAL SYSTEMS
building on informal neighbor connections while working within semi-structured systems

*Community Capitals Framework, Flora 2008

ENGAGEMENT CONTINUUM

ONE-TIME OPPORTUNITIES ⟷ DEEPER RELATIONSHIPS

LOW BARRIER ENTRY

Drop-off meal delivery

Community lunch shift

Welcome New Neighbors

SCAFFOLDED GROWTH

Weekly Food Pantry support

Monthly friendly visitor

Neighborhood Captain

DEEPER ENGAGEMENT

Care & Compassion team

Regular transportation

Board leadership role

Case: Crisis Support for a Lyme Family

- A Lyme family fell through the cracks during COVID.

- Private and prideful, the family of four were experiencing crisis related to mental health, chronic disease and/or cancer

- Little prior connection to health care, town, or community supports.

- Parents were in their 70s and two boys in their 50s.

- This proximity reinforced their sense of self sufficiency.

- An EMT call from the house and what was found triggered awareness

- What was thought a single family member event quickly emerged as a full-flung crisis involving all four family members.

Case: Crisis Support for a Lyme Family

- Once the problem was identified, there was need for support from numerous resources - human health to safety of the home.

- All this needing to be accomplished while acknowledging their strong desire for privacy and lack of trust.

- CCL was the point organization linking Lyme Parish Nurses, Lyme Fire/EMT/PD, neighbors, and other community volunteers.

- Examples of problems that had to be addressed rapidly – medical system navigation, emotional support, home safety and repairs, meals, transportation to appointments and companionship.

MAIN THEMES

1. Family fell through the cracks showing weakness in the formal care system

2. CCL had done the foundational work to build trust through small, focused actions

3. Crisis provided an opportunity to uplift and unlock neighbor skills and coordinate partners

4. A community muscle was exercised and ready for the next event

Result: This case exposed gaps, showed the power of a neighbor-to-neighbor network, and the existing support system was strengthened

TAKEAWAYS

EVERYONE HAS SOMETHING TO OFFER

ID meaningful opportunities that unlock unique skills and experiences.

CREATE MULTIPLE ON-RAMPS FOR ENGAGEMENT

design opportunities across a continuum

BALANCE FORMAL AND INFORMAL STRUCTURES

allowing neighbors to work between and around systems to meet community needs

CONNECTIONS BEYOUND THE TASK

weaving community connections, building trust, and creating reciprocal relationships

THANKS

Do you have questions?

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