

*TWO YEAR
PLAN
2016-2017*

ONE GREATER NASHUA –
STRONGER TOGETHER

United Way of Greater
Nashua



one**greater**nashua
stronger**together**

One Greater Nashua ~ Stronger Together

Community Investment
Partners:



United Way
of Greater Nashua



OGN Coalition
Members Clock in
6677 Service Hours in
Year One!

**THANK YOU FOR HELPING US GROW A
HEALTHIER AND
STRONGER COMMUNITY**

*Enhance Social Inclusion and Integration
Develop the Next Generation of Leaders
Engage Newcomers in the Community
Promote Culturally Effective Organizations*



What is One Greater Nashua?

Under the leadership of United Way of Greater Nashua and through the facilitation of NH Listens, stakeholders came together to create a focused plan to improve health equity in Greater Nashua by enhancing integration and social inclusion efforts. Building on prior investments and infrastructure in Nashua-- including the Gate City Immigrant Integration Initiative and

Welcoming NH -- the planning team created One Greater Nashua, a community coalition to harness the community's strengths and value its growing diversity, which will increase:

- Leadership capacity
- Economic vitality

Community Engagement Three Year Plan

- Establish and sustain a strong One Greater Nashua Coalition
- Promote social inclusion and cross-cultural interaction at the middle school level

youth leadership development --community service-- family engagement



- Create a cultural navigators program that engages newcomers in the mainstream community by sharing their skills, talent, and ideas and offers opportunities to gain the skills they need to succeed economically and socially in Greater Nashua.
- Diversify civic leadership and engagement in Leadership Greater Nashua (LGN), and use LGN to promote culturally effective organizations
- Promote Economic Opportunity of Immigration and Diversity
- Establish Nashua Listens as an on-going forum for discussing community issues that affect all Greater Nashua residents



1. Research shows that people of color in our community have poorer health outcomes

2. Of the things that influence health outcomes, **social and economic factors** are the most important determinants, accounting for **40%** of a person's health

3. The **social determinants of health** are the circumstances in which people are born, grow up, live, and work.

4. Connecting people and advancing economic vitality and self-determination will lead to: **improved health outcomes and a stronger, more vibrant community**

one greater nashua stronger together



- Cultural understanding & competency
- Leadership development
- Middle school students and families



- Leadership development
- Youth focus
- Community connections



- Learning opportunities
- Citizenship
- Sporting and arts

YOUTH LEADERSHIP & FAMILY ENGAGEMENT:

Empower youth with leadership skills and opportunities; and **encourage better understanding** of different cultures



- Outreach
- Skill building
- Navigating community resources



- Education
- Certification pathways

KEY GATEWAYS & CULTURAL NAVIGATORS

Help newcomers with the skills they need **to succeed economically and socially**



- Leadership advancement in Civic and social services



- Stronger networks
- Civic engagement



STRENGTHENING A DIVERSE BUSINESS & CIVIC NETWORK

- **Attract young people and professionals** to our community;
- Encourage civic leadership and engagement; and **leverage the strengths** that come with diversity

Pragmatic initiatives harness our strengths and increase: Leadership capacity, economic vitality and community engagement



ONE GREATER NASHUA WORKPLAN FOR YEAR TWO

PATHWAY(S): Social and Cultural Interaction; Community-wide planning and Civic Engagement

Goal 1: 1 Create a strong coalition of diverse community members that value Nashua's growing diversity and are committed to maximizing the opportunities diversity brings

1.1 Objective 1.1: Identify and engage community members representing a broad cross-section of institutions and individuals from a wide variety of backgrounds, and cultural heritages

Measures (how you will know you are successful):

- ✓ membership grows in number diversity
 - ✓ One Greater Nashua planning team members and goal group leaders continue to meet on a regular basis to share ideas and collaborate on implementation of the proposed activities. (8 times per year; 75% participation rate on average of core active goal group)
 - ✓ One Greater Nashua co-chairs represent different cultural or racial backgrounds
 - ✓ Coalition is effective (periodic process evaluation)
 - ✓ Active coalition membership grows and reflects racial and ethnic diversity of community
- # Coalition members participate in at least 4 meetings or events

<i>Key Strategies and Activities</i>	<i>Lead Role</i>	<i>Key Partners</i>	<i>Target Date</i>
1. Host at least 3 "no agenda engagement events" promoted publicly	OGN Co-chairs	OGN Coalition Leadership Team (chairs)	May 2016, August 2016 September 2016
2. Contact all un-active members of list serve personally to re-engage.	OGN Co-chairs	OGN Coalition Leadership Team (chairs)	Completed by October 2016
3. Segment list to better identify interests of "in-active coalition members"	OGN Coalition Leadership Team (chairs)	Active Members	Completed by October 2016
4. Co-Chairs and Goal group Chairs Continue to	Coalition Members	Anchor Organization Boards and Members	Ongoing

issue personal invites to build coalition			
5. Offer mini-survey every other coalition meeting to gage members understanding of purpose, value and roles in coalition.	OGN Co-Chairs	Meeting Attendees	Ongoing
1.2 Objective: Increase connection and collaboration between goal groups and coalition members			
Measures (how you will know you are successful): ✓ One Greater Nashua goal group leaders continue to meet on a regular basis to share ideas and collaborate on implementation of the proposed activities. (8 times per year; 75% participation rate on average of core active goal group) ✓ Goal group work begins to intersect and goal groups collaborate across goal areas ✓ Coalition members form friendships and collaborate outside of coalition ✓ Coalition members report increased knowledge of purpose and value of coalition (periodic process evaluation) ✓ Coalition members participate in at least 3 meetings or events			
Key Strategies and Activities	Lead Role	Key Partners	Target Date
6. Provide cultural competency training for active coalition members as part of coalition meeting agenda	OGN Co-Chairs, UWGN, OGN Goal Group Chairs	Goal Group Teams, Welcoming NH, Rivier College, NCC, Nashua School District ELL	Monthly
7. Continue to provide creative and meaningful volunteer stewardship of coalition members	OGN Co-Chairs, UWGN,	Seek potential community recognitions nomination opportunities	Ongoing
8. Identify best practices for coalition governance	OGN Co-Chairs	Endowment for Health, Mira Coalition United Way	Completed by February 2017
9. Coordinate focus-group /retreat for coalition and goal group leaders to explore and evaluate leadership experiences within coalition and	OGN Co-Chairs	NH Listens (Nashua Listens)	tbd

explore the challenges and opportunities that exist in leading a broad coalition toward it's established purpose (and not just it's stated objectives)			
Objective 1.3 Continue developing sustainability plans that integrate ongoing work of the coalition into the anchor organizations' regular operations (School District, Municipality, ALC, Library, UWGN Boys and Girls Club) and other existing civic, business and social systems			
Measures (how you will know you are successful): <ul style="list-style-type: none"> ✓ Additional funding to support the three year plan is secured ✓ Financial and in-kind investments will be sufficient to continue proposed projects beyond this grant ✓ OGN develops a plan to remain a sustained community coalition. ✓ Grant work becomes incorporated into the normal operating procedures and programs of core coalition and community organizations 			
Key Strategies and Activities	Lead Role	Key Partners	Target Date
10. Define governance structure for coalition leadership; operating principles, leadership role & responsibility guidelines, term limits, etc.	OGN Co-Chairs, OGN Goal Group Chairs	UWGN and Anchor Organizations	First Draft by April 2017
11. Identify and secure additional funding sources to support the work plan established by One Greater Nashua beyond the grant period.	OGN Co-Chairs, UWGN, OGN Goal Group Chairs	OGN Coalition Members, UWGN Board, Local Funders, Current Funders	Ongoing
12. Add OGN to UWGN campaign marketing material for distribution to the campaign. Identify potential speakers to present OGN at campaign rallies	OGN Co-Chairs, UWGN	OGN Coalition Members, Local Community Campaigns	September 2016
13. Meet with Charitable Foundation and Endowment for Health for recommendations of potential future funding for coalition beyond grant.	OGN Co-Chairs		June 2016

Goal 2: OGN members lead and foster welcoming environment in the community through positive messaging and inclusive activities			
Objective 2.1 Build Consistent “Look and Feel” to One Greater Nashua Marketing and PR Collateral			
Measures (how you will know you are successful): ✓ Collateral material is attractive and presents a clear, concise and positive message that reflects the coalition values and mission			
Key Strategies and Activities	Lead Role	Key Partners	Target Date
14. Refine collateral materials to create cohesive look and message	OGN Co-chairs,	OGN Members	December 2016
15. Incorporate positive language from <i>Welcoming America Communications Toolkit</i> .	OGN Co-chairs,	OGN Members	October 2016
16. Considering public Facebook for engagement and positive story sharing	OGN Co-chairs,	OGN Members	August 2016
17. Create additional version(s) of baseline presentation that focus on each audience as well as general focus on Health Equity and Welcoming (interchangeable PowerPoint slides and handouts)	OGN Co-chairs, and goal groups	OGN Members	As needed
Objective 2.2 Build Capacity of Coalition Members to Share Messaging and Information with Broad Community			
Measures (how you will know you are successful): ✓ Number of Coalition Members that feel prepared to speak about OGN in public ✓ Number of coalition members that post and share content on Facebook or other social media ✓ # coalition members that speak or advocate publicly for OGN ✓ # of speaking opportunities reported by coalition members			
Key Strategies and Activities	Lead Role	Key Partners	Target Date

18. Train More Coalition Members to Deliver Economic Opportunity and other PowerPoints	UWGN, OGN Leadership Team		Completed
19. Offer Toastmaster Training to Coalition Members	Manasi Kakade Coalition Member	Coalition Members, Toastmasters	May –June 2016
20. Encourage use of OGN and Welcoming NH Facebook for events sharing social media and engagement	OGN Chairs	Members	Ongoing
Objective 2.3 Increase Awareness of OGN throughout greater Nashua.			
Measures (how you will know you are successful): ✓ Number increased use and connections (shares, likes, etc.) through social media ✓ Number of media mentions of OGN generated			
Key Strategies and Activities	Lead Role	Key Partners	Target Date
21. Plan at least 4 PR campaigns around specific activities that proactively promote immigrant success stories	OGN Leadership	UWGN	TBD
22. Record OGN promotional interviews in languages other than English for Access Nashua Cable	OGN Leadership	OGN Coalition	Ongoing
23. Deliver OGN PowerPoint presentation to community decision makers Employers)	OGN Coalition	(Hospitals, Board of Alderman, School, United Way, SNHS, Rotary, Faith Communities, Dartmouth Nashua, Public Health, City Planning, Library, ALC, NCC, Major)	4-6 presentations by April 2016

YOUTH LEADERSHIP AND FAMILY ENGAGEMENT

PATHWAY: Social and Cultural Interaction, Civic Engagement (Youth leadership and family engagement focus)

3. Engage Middle school and High school youth in positive leadership opportunities.

3.1 Build goal group governance structure and membership

Measures (how you will know you are successful):

- ✓ meetings are consistent and productive
- ✓ membership grows in participation and diversity
- ✓ governance plan is drafted

<i>Key Strategies and Activities</i>	<i>Lead Role</i>	<i>Key Partners</i>	<i>Target Date</i>
24. Identify and recruit new members	OGN Co-chairs/Goal Group Chairs	Schools, ELL teachers, coalition members Student leaders from each of the three Nashua middle schools, parents	August 2016
25. Establish and sustain regular meeting schedule	Goal Group Chairs	Coalition Chairs	April 2016
26. Offer dialogue and training that builds cultural competence of membership	OGN Co-chairs/Goal Group Chairs	School District ELL Department	October 2016
27. Identify system of succession for leadership roles			December 2016 (draft)

Objective 3.2: Incorporate OGN values (welcoming, inclusion, cultural competence) in ELL Summer School Program

Measures (how you will know you are successful):

- ✓ Number of middle school students who demonstrate knowledge of being welcome vs. feeling belonging
- ✓ Number of middle school students who can name as a friend someone who did not go to the same elementary school, or is of another race, cultural background, etc. (event evaluation)
- ✓ Number of students that report increased knowledge of community and civic structure

<i>Key Strategies and Activities</i>	<i>Lead Role</i>	<i>Key Partners</i>	<i>Target Date</i>
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28. Middle and high school students will design, plan and execute a mock summer Olympics for Elementary Summer School (field day)	ELL Summer School Students	Catch Kids Club, NCC, Boys and Girls Club, ELL faculty,	July 2016 for ELL students (Middle and High School)
29. Students will build skills in group management, clear concise communication and providing instruction by participating in CATCH Kids Club training-the-trainer modules which promotes active and inclusive games and activities	ELL Students	Laura Hess Moran, Trainer	July 2016
30. Students will explore shared values among diverse nations through exploration of international flags and mottos	ELL Students	Youth Goal Group, ELL Faculty	July 2016
31. Students will explore leadership qualities through exploration of "Olympic spirit" of athletes, others and themselves	ELL Students	Youth Goal Group, ELL Faculty	July 2016
32. Students will build skills in welcoming and inclusion using activities and best practices from Welcoming America and Boys and Girls Clubs	ELL Students/Visiting middle school students from Taiwan	Youth Goal Group, ELL Faculty, NCC and Rivier College	July 2016
33. Students will welcome and host 30 middle school students from Taiwan visiting Nashua through a collaboration between Nashua Community College and Rivier College through 4 days of cross-cultural exchange and conversation in	ELL Students/Visiting middle school students from Taiwan	Youth Goal Group, ELL Faculty, NCC and Rivier College	July 2016

English			
3.3 Collaborate with Nashua School District to create an employment opportunity for 8 high schoolers completing or about to compete the ELL program requirements to work as paid mentors for Ell summer school			
Measures (how you will know you are successful): <ul style="list-style-type: none"> ✓ number of students trained as mentors ✓ number of students that continue on as volunteer mentors during school year 			
Key Strategies and Activities	Lead Role	Key Partners	Target Date
34. School District agrees to pay 8 high schools @ \$10.00 per hour as ELL Summer School aides	Claudia Castano, Outreach Coordinator Team, Student Mentors	Nashua School District/ELL Faculty	Completed
35. OGN will provide mentor training and cultural competency training/experiences for student mentees	OGN Coalition Members,/Navigator Coach	Nashua School District, ELL Faculty	May –June 2016
36. Students will volunteer for school based welcoming activities and support mentees in their new schools	Student mentees, School-based outreach coordinators, ELL faculty	Nashua School District	September - Ongoing
3.4 Support collaboration between schools, colleges and employers to assist high schoolers in understanding a clear path to college/career in their chosen field with a livable wage.			
Measures (how you will know you are successful): <ul style="list-style-type: none"> ✓ work plan developed ✓ partner companies and internship opportunities identified 			
37. Develop a plan and timeline for implementation	Nashua School District, NCC, United Way	Community Employees	April, 2016
38. Engage OGN students in Make-It Labs 3 D	Students, OGN, MIT Tata Center, NCC/Rivier/ELL Faculty	Coalition/LGN cohort and Chamber	July 2016

Modeling “48 Hours” Workshop			
3.5 Explore partnership with My Brother’s Keeper on shared vision for youth inclusion and integration	Students, OGN/Rivier College/MBK Initiative	OGN Coalition, NPD	April 2016
4 Build effective relationships with middle school parents and the community to actively support the education and cultural awareness of all students.			
Objective 4.1 Support Outreach Coordinators in Hosting periodic Welcome Events/Orientation at each school for parents of new students (based on navigators model)			
Measures (how you will know you are successful): <ul style="list-style-type: none"> ✓ Number and types of welcoming and engagement opportunities offered by each middle school ✓ Number of people attending <i>Middle School Welcoming Event(s)</i> ✓ Survey Key School Administrators and Staff regarding family engagement observations.... 			
39. Engage navigators in school-based welcome events and orientations	Outreach Coordinators, Navigators	Schools, families, student mentees	August 2016-Ongoing
40. Provide navigator training to school-based outreach coordinators.	Outreach Coordinators, Navigators	Schools, families, student mentees	September 2016- ongoing
41. Outreach coordinators refer families to Library-based Navigator programs	Outreach Coordinators, Families	NLP Navigators	August 2016 ongoing
42. Create opportunities for outreach coordinators to strengthen their skills and networks through regular communication, collaboration, and cultural competency training	Outreach Coordinators	School District ELL Director OGN Youth Goal Group	May, 2016
Objective 4.2 Build capacity for the Latino Hispanic Futbol Association to engage adult volunteers as mentors and coach and close the			

opportunity gap for low income families to engage in competitive sports.			
Measures (how you will know you are successful): <ul style="list-style-type: none"> ✓ Additional Youth Team formed ✓ Coaches participate in mentor training opportunities provided by OGN ✓ Steering Committee actively engaged 			
43. Create opportunities for low-income students to engage in youth leadership by identifying themselves with the principals of “the student-athlete” LHIFA will partner with OGN to provide competitive level soccer training for students that age-out of the Boys and Girl Club league and cannot afford the current “pay to play” structure of afterschool sports in Nashua.	LHIFA	OGN, Youth Goal Group, UWGN	April 2016
44. Build capacity of LHIFA (Latino/Hispanic Futbol Association) to support a youth competitive league by serving as fiscal agent, developing family engagement and fundraising activities and encouraging more civic engagement of immigrant-owned businesses through mutual appreciation of soccer.	LHIFA	OGN Coalition, Youth Goal Group, UWGN	Ongoing
5 Network and strengthen youth leadership professionals by creating and hosting a community of practice focused on increasing cultural competency and program cultural effectiveness			
Objective 5.1 Launch Community of Practice for Youth –Serving program staff and educators			

Measures (how you will know you are successful): <ul style="list-style-type: none"> ✓ Community of Practice created ✓ Number of youth programming partners participating in COP ✓ Effectiveness of the COP in helping youth leaders become culturally competent and youth programs advance culturally effective schools (participant evaluation) 			
Key Strategies and Activities	Lead Role	Key Partners	Target Date
43. Offer 4, 2.5 hour training modules based on Welcoming America's Instructor's Toolkit for Building Bridges Across Communities and Boys and Girls Club's National Resources and other guest experts.	Boys and Girls Club / United Way OGN Goal Group and Chairs	youth serving staff and volunteers, educators, boys and girls club , (MBK)	Once per quarter
45. Plan training modules and enlist guest speakers as needed	Boys and Girls Club / United Way OGN Goal Group and Chairs	Welcoming America, Welcoming NH, B&G Club other Cultural Competency Experts	First module complete by August
46. Create dialogue to share best practices for building social inclusion among children of diverse backgrounds	OGN Coalition with COP members	Welcome NH Nashua Middle Schools Youth Serving Staff	September, 2016
Measures (how you will know you are successful): <ul style="list-style-type: none"> ✓ 			
KEY GATEWAYS AND CULTURAL NAVIGATORS			
PATHWAY: Social and Cultural Inclusion, Civic Engagement			
Goal 6: Provide skill building and networking opportunities that strengthen community connections and mutuality.			

Objective 6.1: Build Navigators Into Self-Sustaining Program			
Measures (how you will know you are successful): <ul style="list-style-type: none"> ✓ Number of (newcomer and receiving community) volunteer mentors trained ✓ Number of people assisted by Cultural Navigator program ✓ Number/Percentage of mentees who advance to role of navigator ✓ Impact of cultural navigator program on participants (Qualitative) 			
Key Strategies and Activities	Lead Role	Key Partners	Target Date
47. Train 2 new cohorts of navigators, 30 volunteers total.	Goal Group,, Navigator Trainor/Coach &Team Captain	OGN Coalition NPL &ALC & NCC	By December, 2016
48. Explore offering navigators training within specific communities (service providers, schools, employers, faith communities, etc.)	Goal Group, Navigator Trainor	OGN Coalition NPL &ALC & NCC	Ongoing
49. Host 2 graduation ceremonies for new Navigators, invite coalition, aldermen, board members from Uway, library, ALC, etc.	Goal Group	OGN Coalition NPL &ALC & NCC	August & December
50. Use graduation events as community engagement events to raise profile of navigator program	Goal group	Library, Community College, Adult Learning Center	August and December
Objective 6.2 Host 8 welcoming events at the library, host and engage with 150 members of target population, families and individuals. Welcoming events: informal but informational, opportunity to meet Navigators, expose to library, topic at each one related to life in the community (getting around, emergency services, free activities for kids)			
Measures (how you will know you are successful): Working group meets regularly and clarifies synergies for their work together			
Key Strategies and Activities	Lead Role	Key Partners	Target Date
51. Schedule Monthly Welcoming Events At NPL	Goal Group	Select community partners per topic /coalition	April 2016

52. Identify Welcoming Night Themes	Goal Group	Select community partners per topic/coalition	Ongoing
53. Identify community partners to participate in welcoming themes	Goal Group	Coalition	Ongoing
54. Establish volunteer stewardship benchmarks # of hours = x reward	Goal Group Chairs, Navigator Coordinator	Coalition	September 2016
Objective 6.3: Build goal group governance structure and membership to support navigators for welcoming events, outreach to community groups and service providers for referrals to navigator program: (target 25 active members by December)			
Measures (how you will know you are successful):			
Key Strategies and Activities	Lead Role	Key Partners	Target Date
55. Recruit new members	Goal group chairs	Goal group/coalition	Ongoing
56. Increase representation from communities of color	Goal Group Chairs	Goal group/coalition	Ongoing
57. Try new outreach strategies	Goal Group Chairs	Goal group/coalition	Ongoing
58. Establish and sustain regular meeting schedule	Goal Group Chairs	Goal group/coalition	Ongoing
59. offer dialogue and training that builds cultural competence of membership	Goal Group Chairs	Goal group/coalition	Ongoing
60. Identify system of succession for leadership role			Draft by December
Goal 7: Increase visibility of key gateways to educational and economic engagement			

Objective 7.1 Strengthen new partnership between Library and ALC			
Measures (how you will know you are successful): ✓ <i>partners collaboration increases</i>			
Key Strategies and Activities	Lead Role	Key Partners	Target Date
61. Develop program proposal for future UWGN funding grant for coordinator/team captain wages	<i>ALC, NPL, Goal Group</i>	<i>UWGN</i>	<i>September 2016</i>
62. Engage employment connect (COC) and WorkReady in goal group	<i>Goal Group Chairs</i>	<i>Goal Group</i>	<i>June, 2016</i>
63. Engage LGN graduates in navigator program	<i>Goal Group chairs</i>	<i>Business & Civic Goal Group</i>	<i>Ongoing</i>
7.2 Strengthen Bridge between Navigators and Higher Education and Business Community			
Measures (how you will know you are successful): ✓ <i># LGN members become navigators</i> ✓ <i># navigators that become LGN members</i>			
Key Strategies and Activities	Lead Role	Key Partners	Target Date
65. Engage LGN graduates in navigator program	<i>Goal Group chairs</i>	<i>Business & Civic Goal Group</i>	<i>Ongoing</i>
66. Identify partnership opportunities at NCC and Rivier and other skilled labor training programs	<i>Goal Group chairs</i>	<i>Business & Civic Goal Group</i>	<i>Ongoing</i>
STRENGTHENING A DIVERSE BUSINESS AND CIVIC NETWORK			
PATHWAY: Social and Cultural Inclusion, Civic Engagement (Economic Development and Employment Emphasis)			
✓ Goal 8: To increase opportunities for members of Greater Nashua's diverse populations to become more engaged and included			

in the community as a whole.

Objective 8.1: Diversify civic leadership and engagement in Leadership Greater Nashua

Measures (how you will know you are successful):

- ✓ LGN curriculum modified to include current issues of culture, methods of building culturally effective organizations, and the value of diverse teams
- ✓ Over the course of three years, 15 representatives of Greater Nashua's ethnic communities participate in LGN
- ✓ Number of LGN participants who participate in committees and boards of local nonprofit agencies after graduating from the LGN program.
- ✓ Number of LGN participants who participate in life-long learning opportunities

Resources: time, expertise, PR & Marketing tools			
Key Strategies and Activities	Lead Role	Key Partners	Target Date
67. Engage 1 st cohort in evaluation of LGN program to promote continued growth in diversity	Goal Group Co-Chairs	OGN Coalition, Chamber	June, 2016
68. Assist first cohort in identifying community leadership roles they will find meaningful	OGN Coalition	Chamber, United Way	June 2016
69. Review and revise LGN program curriculum to incorporate training that promotes the culturally effective leadership mindset	LGN Cohort, Goal Group	Coalition	April - July
70. Recruit new cohort of diverse leaders to participate in LGN 2016-17 Cohort	Goal Group/Chamber	Coalition	June - September
71. Update LGN application, interview process and marketing strategy to promote continued growth in diversity	Goal Group/Chamber	Coalition	April - July
72. Promote Multicultural Awareness Workshop (s) and coalition events to chamber members	Goal Group/Chamber	Coalition	Ongoing

Objective 8.2: Participate in statewide immigrant integration/welcoming week summit planning alternating with Gate city Symposium			
Measures (how you will know you are successful): <ul style="list-style-type: none"> ✓ OGN contributes in meaningful ways to success of statewide event ✓ Goal Group members participate in planning ✓ Greater Nashua region well represented at event ✓ Business sector increased over past years 			
Key Strategies and Activities	Lead Role	Key Partners	Target Date
73. Encourage business sector participation in summit	Goal Group/Coalition	Chamber	June - September
74. Recruit goal group and coalition members to volunteer at summit	Goal Group Chairs	Coalition Chairs	January 2016 -
75. Leverage chamber relationships to engage BIA members in summit and coalition(s)	Goal Group Chairs	Coalition Chairs	April 2016 -
Objective 8.3 Increase celebrations of culture in Nashua by partnering with, participating in, and highlighting grassroots efforts such as the Latino Festival, India Independence Day, Dominican Independence day, Cultural Arts Festival, Around the World Dinner, Brazilfest, LHIFA Dance, Holiday Stroll and Main Street Movie Festival and Library Welcoming Events.			
Measures (how you will know you are successful): <ul style="list-style-type: none"> ✓ # of immigrant event organizers that form strategic partnerships through the chamber ✓ # of community members that connect with OGN through Community Events 			
Key Strategies and Activities	Goal Group, Coalition	Key Partners	Target Date
76. Identify appropriate role for OGN	Nashua Indian Community and Positive Street Art	Chamber, OGN, Local Businesses	April --ongoing
77. Identify and engage new opportunities	Nashua Indian Community & Chamber and Positive Street Art	Chamber, OGN, Local Businesses	April --ongoing

78. Promote mutually beneficial partnerships between events and chamber members	Nashua Indian Community & Chamber and Positive Street Art	Chamber, OGN, Local Businesses	April --ongoing
Objective 8.4 Build goal group governance structure and membership			
Measures (how you will know you are successful): <ul style="list-style-type: none"> ✓ membership grows in number and diversity ✓ # members report consistent positive experiences of belonging to group 			
Key Strategies and Activities	Goal Group Chairs and Members	Key Partners	Target Date
79. Identify and recruit new members	Goal Group Chairs and Members	OGN Coalition, Chamber	Ongoing
85. Offer dialogue and training that builds cultural competence of membership	GN Chamber, Goal Groups Chairs and Members	OGN Coalition, Chamber	Ongoing
86. Identify system of succession for leadership roles	GN Chamber, Goal Groups Chairs and Members	OGN Coalition	Draft December2016
Objective 8.5: Establish Nashua Listens to provide a safe forum for becoming informed and discussing community issues that impact Greater Nashua and its citizens.			
Measures (how you will know you are successful): <ul style="list-style-type: none"> ✓ Board oriented and facilitators are recruited and trained (Year 2) ✓ Nashua Listens conducts community conversations about issues and concerns relevant to diverse communities in Greater Nashua (Year 2) ✓ Participants in community conversations will be representative of the Greater Nashua community (Year 2) 			
Key Strategies and Activities	GN Chamber and UWGN	Key Partners	Target Date
80. Identify diverse steering committee	GN Chamber and UWGN	UNH Carsey School of Public Policy/NH Listens, OGN Coalition	May 2016

81. Provide facilitator training	GN Chamber and UWGN	UNH Carsey School of Public Policy/NH Listens, OGN Coalition	April 2016
82. Host first listening event	GN Chamber and UWGN		Fall 2016
Objective 8.6: Identify opportunities to drive economic growth using Welcoming and We Global best practices			
Measures (how you will know you are successful): <ul style="list-style-type: none"> ✓ programs identified and matched to needs and opportunities ✓ work plan developed based on best practices. 			
Key Strategies and Activities	Goal Group	Key Partners	Target Date
✓ Continue to educate the business community on the economics of diversity	Goal Group	OGN Coalition	Ongoing
✓ Consider challenges and opportunities along with models and best practices	Goal Group	OGN Coalition	June -December
✓ Develop a strategic objectives and work plan	Goal Group	OGN Coalition	Completed by February 2017