



**Center for Grieving  
Children and Families**

## **Strategic Plan 2022 - 2024**

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Approved by the Board of Directors  
on December 8, 2021

**“Grief is like the ocean; it comes in waves, ebbing and flowing. Sometimes the water is calm, and sometimes it is overwhelming. All we can do is learn to swim.”**

*- Vicki Harrison, Grief, One Day at a Time*

## Dear Friends,

Right now, in the state of New Hampshire, 1 in 13 children experience the death of a parent or sibling before age 18. That's 20,000 kids. By age 25, that number more than doubles.

At our Center for Grieving Children and Families, we offer peer-to-peer support groups to help grieving children name, normalize, and navigate the unfathomable circumstances they are faced with after their person dies. Mostly, we empower our children and teens to have a voice, to be ok or not be ok, and to make good decisions for themselves as they move forward in their grief and in their lives. Equally important is to raise awareness of child bereavement as a critical public and mental health issue; to educate ourselves, our community organizations, and our kids and families about grief. We are proud to say that all of our services are free.

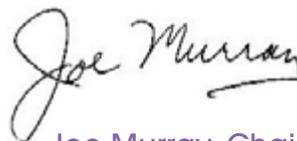
That is why Friends of Aine is here...to provide grief support, education and advocacy today and well into the future. And in the spirit of looking forward to the future, we present the enclosed 2022-2024 Strategic Plan.

We are grateful for everyone who has been a part of Friends of Aine's journey and invite you to see yourself in this plan to continue this evolution together. Join us as we aspire toward our vision of a world where no child grieves alone.

With Kindness and Compassion,



David & Christine Phillips, Co-Founders



Joe Murray, Chair, Board of Directors



# Who We Are & Our Future



## Mission

To help children and families grieving a death navigate their path to a hopeful future.

## Vision

A world where no child grieves alone

## Values

Children are our greatest gift

Kindness                      Connections  
Compassion                  Courage

## Strategic Goals 2022-2024

**S**upport grieving children and families  
**E**ducate our Schools and our community about grief  
**A**dvocate to raise awareness of grief as a public and mental health issue  
**of**  
**H**onor our  
**O**rganization, our  
**P**eople, and our  
**E**volution



## Our Inspiration

After suddenly and unexpectedly losing our 8-year-old daughter, Aine Phillips, we realized there were few grief resources for our younger daughter, Bella. We founded Friends of Aine in 2013 to ensure bereaved children will always feel understood and supported by both peers and trusted adults as they navigate their grief. Everyone who encounters our services is part of Aine's legacy of kindness and compassion.

~ Christine and David Phillips

# Strategic Goals: 2022-2024

## Support grieving children and families

**Be known as the go-to grief resource** in the State of New Hampshire

### Expand Peer-to-Peer Support Groups

- Increase our current peer-to-peer group offerings, doubling the number of peer groups for children and families
- Expand our peer-to-peer group offering to target additional groups such as young adults, men's groups and other critical needs
- Expand support of teens and young adults through our research and leadership in alliance with national organizations promoting evidence based research
- Enhance virtual programming to expand our reach throughout New Hampshire
- Expand our volunteer recruitment & training to accommodate growth

**Grow our participation** in Adverse Childhood Experience Response Team (ACERT) in Manchester, Concord, and statewide; as well as additional community response programs

**Provide critical community support** through the establishment of a training, education and resource center

**Provide space** for one-to-one clinical grief support

**Be a key community leader** in the continuum of care for our children's mental health



# Strategic Goals: 2022-2024

## Educate our schools and our community about grief

### School Partnerships

- Presentations and workshops for school counselors and teachers to recognize and deal with grief in the student population
- Expand Grief BackPack program (coping tools for grief) to schools beyond Manchester including the Seacoast, Nashua, Concord, the Upper Valley and other areas
- Utilize school partnerships (including virtual tools) to expand our reach throughout the state

### Community Education on Grief

- Establish the annual “Gathering in Remembrance” to bring our communities together in healing
- Partner with healthcare providers to raise awareness of the peer support model
- Create online tools and social media safe spaces for those coping with grief
- Expand partnerships with key organizations and stakeholders in child and family services
- Build reciprocal relationships with national organizations working on grief issues



LA Johnson/NPR

# Strategic Goals: 2022-2024

## Advocate to raise awareness of grief as a public and mental health issue

### Create an advocacy plan

- Establish overarching goals
- Identify local, state and national partners

### Engage in Advocacy Work

- Play a critical role in the recognition of child bereavement as an Adverse Childhood Experience (ACE)
- Create a relationship plan that builds champions among local, state and federal leaders
- Identify and leverage public sector funding opportunities
- Utilize the resources and deepen relationships with NACG (National Alliance for Children's Grief) and Evermore (national bereavement policy platform)



# Strategic Goals: 2022-2024

## Honor our Organization, our People, and our Evolution

### Our New Home

- Fully utilize and upgrade our newly acquired home in Manchester to increase our reach and impact
- Determine optimal use of our properties as we grow, including service based income generating opportunities
- Develop phased approach for capital projects, and necessary repairs and maintenance
- Invest in technology upgrades and environmental efficiencies for facilities



### Development & Fundraising

- Grow development function and capacity
- Diversify contributed income revenue and develop plans to:
  - Develop a major donor program, to include multi-year giving
  - Expand Aine's Fund
  - Seek programmatic partnerships with corporate sponsors for shared value benefits
  - Streamline events to align with our mission and revenue targets
  - Expand relationships with foundation and grant resources
  - Establish a Legacy Society for planned giving opportunities
- Create a culture and cycle of philanthropy that engages a diverse network of stakeholders
- Capital campaign planning
- Chart a path to establish endowment

### Marketing & Communications

- Strategically evolve marketing and communications
- Develop annual and long-range awareness building plans and tools
- Refine branding, mission, vision, and values
- Develop evolving collateral to reflect our value proposition
- Launch new website
- Trademark resources that Friends of Aine has created

# Strategic Goals: 2022-2024

## Honor our Organization, our People, and our Evolution

### Our People

- **Ensure Diversity, Equity, Inclusion & Accessibility (DEIA) are at the core of Friends of Aine**
  - Apply DEIA principles to our staff, board, families, donors, volunteers and partners
  - Regularly engage in DEIA training and education
  - Ensure accessibility to, inclusion in, and equity of our programs and access points
- **Board**
  - Develop board governance plan to support expanded goals
  - Expand the breadth and depth of board to leverage resources and advocacy
  - Regularly seek guidance, advice and connections through the Advisory Circle
- **Volunteers**
  - Expand our volunteer pool and be intentional to actively retain current volunteers
  - Create volunteer policy and procedures
  - Develop volunteer recruitment plan
  - Strengthen training plan for orientation, facilitator training, and continuing education
- **Staff**
  - Expand staffing in program, volunteer recruitment, development, and operations
  - Continue to access internships and service programs
  - Provide professional development and growth opportunities
  - Deepen the workplace culture by embodying the values of compassion, kindness, connections, and courage
  - Refine clinical support services
  - Strengthen human resource function
- **Succession Planning**
  - Leverage, evolve, and grow our founders' expertise and influence
  - Develop succession planning for staff and board leadership
  - Build a strong bench of leaders among staff, board, and volunteers



### Friends of Aine

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