



FOR YOUTH DEVELOPMENT®  
FOR HEALTHY LIVING  
FOR SOCIAL RESPONSIBILITY

# STRENGTHENING THE COMMUNITY

## YMCA OF GREATER NASHUA STRATEGY ROAD MAP 2020 and Beyond

The Board of Directors of the YMCA of Greater Nashua commissioned a Strategic Planning Task Force to refresh its strategic plan. The committee met for a few planning sessions prior to a Board/Staff Planning Retreat. This is a “living” strategy road map; the Y is committed to long-term impact and recognizes the need to continuously adapt its strategies as the environment in the greater Nashua region changes.

**Revised October 1, 2019**

### ► OUR MISSION

To instill values and provide opportunities for lifelong personal growth and the development of a healthy spirit, mind, and body for all.

### ► OUR DESIRED COMMUNITY IMPACT

The YMCA of Greater Nashua is a leading charitable organization that inspires and advances stronger, healthier communities where all can thrive.



## ► OUR IDENTITY PROFILE

At the heart of our **Identity Profile** are three essentials necessary to develop and implement successful organizational strategies: a sound operating model, keen market awareness, and an understanding of our unique strategic advantages. These give us a deep understanding of our Y and strengthen our current and future strategy work.

<p><b>As a charitable organization, we aim ...</b></p>	<p>To instill values and provide opportunities for lifelong personal growth and the development of a healthy spirit, mind, and body for all.</p>
<p><b>Because...</b></p>	<p>The YMCA of Greater Nashua is a leading charitable organization that inspires and advances stronger, healthier, communities where all can thrive.</p>
<p><b>Impacting...</b></p>	<p>All members of our diverse communities</p>
<p><b>In the geographic area of...</b></p>	<p><b>Primary Market Area</b> - Nashua, Merrimack, Hudson, Litchfield, Hollis, Brookline, Amherst, Milford, Bedford, Pelham, Windham, Mont Vernon  <b>Y Service Area (Y-USA) Service Area</b> – Nashua, Merrimack, Hudson, Litchfield, Hollis, Brookline, Amherst, Milford  <b>MA Service Area</b> - Groton, Pepperell, Dunstable, Tyngsboro</p>
<p><b>Through...</b></p>	<p><b>Youth Development</b> - <i>Nurture the potential of every child and teen</i>  <b>Healthy Living</b> - <i>Improving our communities' well-being</i>  <b>Social Responsibility</b> - <i>Giving back and providing support to our neighbors</i></p>
<p><b>Maximize our unique strategic advantages...</b></p>	<ul style="list-style-type: none"> <li>• The Y has a trusted national brand and rich legacy, offering relevant and evolving programs and services to our local communities since 1887.</li> <li>• The Y provides \$1.4 M in community benefits and services to those in need.</li> <li>• The Y has the best value and broadest spectrum of offerings for families, including a variety of high-quality and values-based recreational programs available in multiple locations throughout the region.</li> <li>• The Y provides a positive and welcoming feeling of community for all, regardless of age, ability, income level, educational background, religion, or culture.</li> <li>• The Y has the largest and most inclusive membership base in our region and serves more youth than any school district or other organization in our region.</li> <li>• The Y Early Education Center provides the best value with extensive opportunities for children to participate in many extracurricular activities including physical education, sports instruction, dance instruction, music, computers and swim instruction.</li> <li>• The Y has high credibility to attract meaningful partnerships and collaborations with other leading organizations committed to building community strength.</li> <li>• The Y has the largest variety of volunteer opportunities in the community, engaging over 1000 people in sharing their skills to benefit others.</li> </ul>
<p><b>Sustain our work through a funding mix of...</b></p>	<p>Membership, Program Fees, Charitable Donations, Grants, Endowment Income, Special Events, and collaborations with other non-profit organizations.</p>

## ► CRITICAL SOCIAL ISSUES IN OUR COMMUNITIES

There are many critical social issues and community challenges that the Y could address. This plan is designed to maximize the Y's impact in addressing the following specific issues:

### **YOUTH DEVELOPMENT**

There are inadequate adult and community supports for youth today, especially for underserved youth from low-income families. Youth from all segments of society need positive role models, assistance in character development, and help staying on the right path to encourage future success.

### **HEALTHY LIVING**

High rates of chronic disease, obesity, and inactivity continue to be concerns in our region. Mental health challenges and substance abuse issues pose new challenges for local aid organizations, educators, and families. Seniors, veterans, low-income, and minority populations have specific needs that must be addressed.

### **SOCIAL RESPONSIBILITY**

Community support systems are not able to keep pace with changing demographics and family structures. There are also growing societal challenges, including an overall lack of a sense of community and connection among people and an increase in the achievement gap. Families also need support to help future generations grow and thrive.



## ► OUR STRATEGY SCREEN

We have developed the following set of criteria to discern whether a strategy or initiative is in alignment with who we are as an organization and with our desired impact. For all new strategies, we will consider:

### **Mission and Strategy**

- How does it align with the mission and values of the organization?
- What critical social issues does it address?
- How does it demonstrate our Impact Statement?
- How does it leverage our strategic advantages?
- What are the implications if we don't take this strategy?
- What other alternatives might be available to address the issue?
- What other organizations might we collaborate with to address the issue?
- How will we determine success?



### **Financial Considerations**

- What does its financial viability and long-term sustainability look like?
- What is the opportunity cost?

### **Operational Considerations**

- What resources (staff, facilities, equipment) are available or can we secure to "Make it Happen"?
- What impact will this strategy have on existing programs?
- How will this strategy detract from other opportunities?

### **Public Relations and Image**

- How might this improve the desirability, credibility or visibility of the Y in the community?
- What impact might this have on key stakeholders (i.e. membership, donors, community leaders, staff, etc.)?
- How will this strategy impact our fundraising efforts?

## ► OUR ORGANIZATIONAL IMPACT STATEMENTS & STRATEGIES

The Real-Time Strategic Planning process includes identifying our Big Questions, the most pressing threats or opportunities facing the Y that we do not currently have a strategy to address. The most pressing issues for the organization then become Organizational Impact Statements, as outlined below, and the Y develops strategies to address those impact statements in service of our community.

ORGANIZATIONAL IMPACT STATEMENTS	ORGANIZATIONAL STRATEGIES
<p><b>I. The YMCA is a relevant and financially sustainable, mission-based organization with the resources, facilities, and capacity to provide our members and community with the programs that meet their needs and positively impact their lives.</b></p>	<p><b>Strategy 1: Membership</b> Increase the relevance, impact, and vitality of the Y through a focus on the member experience: creating and implementing a plan to grow program offerings and drive high satisfaction, engagement, enrollment, and retention.</p>
	<p><b>Strategy 2: Access for All</b> Serve our communities regardless of individuals' ability to pay by increasing annual fundraising and endowment giving and by developing and implementing a formal donor cultivation and stewardship program.</p>
	<p><b>Strategy 3: Financial Stewardship</b> Create a plan that increases financial flexibility and sustainability to ensure that the Y is positioned to effectively serve our communities' needs now and into the future.</p>
<p><b>II. We will continue to elevate our reputation as the area's most impactful charitable organization.</b></p>	<p><b>Strategy 4: Partnership for Impact</b> Develop new strategic partnerships and programs while enhancing existing ones that benefit and strengthen the community to address critical social issues, increase impact, and better serve the underserved.</p>
	<p><b>Strategy 5: Community Outreach and Inclusion</b> Communicate our mission through proactive, intentional, and multi-channel engagement while continually evolving our staff and board of directors to better reflect and represent our communities and membership.</p>



## ► OUR FISCAL PROFILE

Revenue	2020 Budget	2019 Budget/Actual at End of FY	2018 Actual	2015 Actual	2010 Actual
Membership	6,254,132	5,423,292	5,228,928	4,830,177	2,368,836
Program	7,403,399	6,491,738	5,938,461	4,348,221	2,456,966
Contributions	482,675	457,161	447,286	275,040	172,668
Grants	470,385	472,993	320,310	112,261	109,840
Sales Revenue	184,162	45,080	42,362	67,548	45,701
Special Events	172,400	182,750	159,462	142,057	72,253
Investment Income	120,000	120,000	120,000	96,000	114,000
Miscellaneous Revenue	40,500	24,600	28,034	6,040	43,935
Other		327,350	307,496	244,098	230,188
<b>Total Operating Income</b>	15,127,653	13,217,614	12,284,843	9,877,341	5,384,201
Expenses	2020 Budget	2019 Budget/Actual at End of FY	2018 Actual	2015 Actual	2010 Actual
Personnel	8,710,631	7,836,094	7,294,373	5,402,560	3,124,239
Supplies	836,960	812,834	808,400	603,559	280,083
Occupancy	1,014,386	887,235	1,019,036	783,856	715,244
Insurance Premiums	118,260	98,760	98,781	87,589	62,004
Depreciation	1,076,190	836,800	822,516	634,065	278,115
Other	3,371,226	2,745,892	2,344,673	2,185,692	844,215
<b>Total Operating Expense</b>	15,127,653	13,217,614	12,387,779	9,697,317	5,303,900
<b>Net</b>	(0)	(0)	(102,936)	180,024	80,301

Financial Assistance	2020 Budget	2019 Budget/Actual at End of FY	2018 Actual	2015 Actual	2010 Actual
Membership	287,467	347,112	358,088	412,490	149,795
Preschool/Camp/Program	501,260	475,502	456,817	336,338	120,714
<b>Total Fin Assistance</b>	<b>798,727</b>	822,614	814,905	748,828	270,509

