

# YMCA of Greater Nashua Strategic Plan

Strategic Priorities & Success Measures  
December 2021 Update Status

# Strategic Plan Highlights

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>

# Impact of the pandemic

- ▶ Majority of Operations shuttered for 2 ½ months less than 6 months after the plan was approved
- ▶ Membership Drops by 50% one year after approval of the plan
- ▶ Overall Program Enrollment Declines Except Camp
- ▶ Operational Strength & Sustainability Tested
- ▶ Significant Financial Impact to the Organization
  
- ▶ Ability to Adapt & Meet Community Needs Was Forefront
- ▶ Innovation & Creativity Shines
- ▶ Contributed Support Increased Significantly
- ▶ Federal Support was Significant Enough to Actually Improve Our Cash Position
- ▶ Collaborations Strengthened & Expanded
- ▶ Offsite Service Expanded to New Communities
- ▶ Membership Regrowth Better Than Planned
- ▶ Board Engagement / Support Increased
- ▶ Community Image / Perception Improved

# Measuring impact

- ▶ Seer Analytics Data - 2020 & 2021
  - ▶ Member Satisfaction
  - ▶ Staff Satisfaction
- ▶ Difficulty in Measuring Community Perception

# Strategic Priority # 1

## MEMBERSHIP

### (EXPERIENCE & ENGAGE)

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.

#### Strategies

1. Emphasize Relationship Building and Engagement
2. Improve the Member Experience
3. Implement New Ideas By Encouraging Innovation & Creativity
4. Foster Membership Growth

# Accomplishments

- ▶ **Goal - Increase the number of opportunities to encourage member referrals to further support members through existing relationships.**
  - ▶ We have increased the number of member referral incentives and messaging to our members on this subject. We do know that “word of mouth” is the number one recruitment tool for new members joining the Y.
- ▶ **Goal - Redesign the new member online joining experience.**
  - ▶ This includes personalized communication, orientation of what to expect and “how to” get started. Additionally, instituting reservations for some areas of our operation has improved the Y experience by providing a desired service for the member when they arrive as opposed to “hoping” they can participate (swimming). We do not have Seer response data to document an actual improvement in the overall Y experience.
- ▶ **Goal - Improve the member experience through cleaner facilities.**
  - ▶ We have made a major investment in our housekeeping department and increased the cleanliness in our branches significantly and our members are aware. We do not have data to support an actual increase in member perception, although comments we received post pandemic were significantly higher than pre pandemic.

# Accomplishments

- ▶ **Goal - Increase the member experience by implementing new technology to engage 5% of our membership units in the first year.**
  - ▶ Our launch of virtual programming for members to experience the Y from a remote location allowed us to retain many members through the pandemic. Additionally, the use of our reservation system online engaged more than 5% of our active members in 2020 and early 2021.
- ▶ **Goal - Implement at least one new innovative program / idea serving at least 100 individuals per year.**
  - ▶ The launch of the Y Educational Academy (remote learning) in response to school closures served more than 200 children for the 2020/21 school year is one. Secondly, we expect the addition of a Ninja Warrior course at Westwood Park to encourage membership growth and new programming engagement and easily surpass 100 individuals will take place in the first week alone. We are also developing a plan to implement a “Well Being Center” in the Nashua branch to support members and the community while addressing the need to improve mental and behavioral health, this will easily surpass 100 individuals served.
- ▶ **Goal - Serve 20% of all program participants beyond the walls of the three branches.**
  - ▶ We cannot confirm that we have surpassed 20% at this time, but our virtual programs last year (sports, dance, fitness) and our three new offsite child care (Y Academy) programs in Amherst and Mont Vernon have touched many of our members.

# Accomplishments

▶ **Goal - Increase membership units by 3% each year.**

- ▶ We were on pace to easily surpass that in 2020 and actually our total number of membership unit / members reached an all-time high 6 months after instituting this plan (March 2020). We shifted to a “Recapture Plan” in 2021 after hitting a low point in January 2021 of 3,619 paying units. The Recapture Plan has us currently (Dec 2021) at over 5,100 full paying units and on target to hit the projection of 5,382 by August 2022. The recapture plan has helped to grow membership back by almost 45% above the low point a year ago.

▶ **Goal - Institute third party options for membership.**

- ▶ We are working on a statewide initiative to institute a third party membership option for Medicare recipients and another for full membership coverage through insurance.

# Strategic Priority # 2

## ACCESS FOR ALL

### (REACH & SUPPORT)

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.

#### Strategies

1. Utilize Our Resources to Increase Contributed Support
2. Cultivate Advocates & Partners
3. Create a Donor Stewardship Program
4. Expand & Maximize the Endowment Development Program
5. Expand Our Reach and Impact Through Increased Contributed Support.

# accomplishments

- ▶ **Goal - Increase the annual campaign by 20% each year and reaching \$500,000 by 2023 from \$280K in 2019.**
  - ▶ We exceeded \$517K in 2021 and have a 2022 goal of \$525K.
- ▶ **Goal - Increase the amount of contributed income (AC, Grants, events and Investment income to operations) from \$1.1M to \$1.75M by the end of 2023.**
  - ▶ We have shifted from offering fundraising events to personal and single ask solicitations and increased our overall contributed support. We have exceeded our to more than \$2.2 M in 2021, not including federal PPP or ERTC.
- ▶ **Goal - Increase the number of ways in which donors can support the Y.**
  - ▶ Utilizing social media and branch tool kits we have increased We will continually explore new ways to engage more supporters.
- ▶ **Goal - Increase the support and tools available to our staff and volunteers to better prepare them to cultivate prospects and solicit donors.**
  - ▶ We have made significant investments in staff and other resources to lead, train and support our staff and volunteers in this area and the ROI has been proven with better than planned results.

# accomplishments

- ▶ **Goal - Instituted a formal cultivation & stewardship program for the Y's top 100+ prospects and donors (Chairman's Circle).**
  - ▶ This has been completed.
- ▶ **Goal - Increase the number of new donors to the annual campaign from 120 by 20% per year to more than 300% (474 new donors) since 2019.**
  - ▶ We have not met this goal.
- ▶ **Goal - Grow the number of annual campaign donors by 30% from 673 to 875 from 2019 to 2023.**
  - ▶ In 2020 we had 866 donors, but fell back to 587 in 2021 even though we raised more money.

# accomplishments

- ▶ **Goal - Increase major gifts to represent 85% of total amount raised in the Annual Campaign from the current 75% by 2023.**
  - ▶ Our 2021 campaign was at 84% of the total.
- ▶ **Goal - Increase the number of Major gifts (\$1,000+) by 10 per year (baseline of 70 in 2019).**
  - ▶ We had 125 in 2021 (increase of 55 donors an 80% increase).
- ▶ **Goal - At least 50% of the board will solicit a minimum of \$5,000 in gifts per year for the Y by 2023.**
  - ▶ We were at 50% in 2021.
- ▶ **Goal - At least 75% of the board solicit at least one major gift (\$1,000) each year.**
  - ▶ We were at 70% in 2021.
- ▶ **Goal - The BOT will significantly increase their fundraising with more than \$100,000 secured annually.**
  - ▶ This was surpassed in 2021 with a total of \$166K.
- ▶ **Goal - The BOD will significantly increase their fundraising with more than \$100,000 secured annually.**
  - ▶ This was surpassed in 2021 with a total of \$230K.
- ▶ **Goal - At least 10% of annual campaign donors will increase their gift size over the prior year by 2023.**
  - ▶ We were at 5% in 2021.

# accomplishments

- ▶ **Goal - Expand and maximize our work in endowment development.**
  - ▶ We reconstituted the investment committee into the endowment development committee.
- ▶ **Goal - Increase Awareness of the Y Heritage Club is resulting in the growth of 2 new members per year.**
  - ▶ In FY 2021 we had 4 new members and in FY 22 we have 4 to date (Dec 2021).
- ▶ **Goal - Triple the number of active Heritage Club members by the end of 2023 from 22 to 66 families.**
  - ▶ We have increased to 30 active Heritage Club families.
- ▶ **Goal - Increase the Endowment to \$4M by the end of 2023 from the current \$3.2 M.**
  - ▶ Although we have surpassed a total of \$4M it has been done due to market conditions and not new gifts. It might seem easy to establish a dollar amount of growth through new gifts, but not actually easy when most are planned gifts. This is a good discussion for the endowment development committee.

# Strategic Priority # 3

## FINANCIAL STEWARDSHIP

### (THRIVE AND ACHIEVE)

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.

#### Strategies

1. Strengthen the Y's Financial Position to Secure Long-Term Sustainability and Provide Financial Flexibility
2. Review the Operational Performance to Perpetuate our Ability to Meet our Mission and Improve Operational Efficiencies

# accomplishments

- ▶ **Goal - Diversify the revenue mix to increase membership to a minimum of 43% and contributed support to 10% by the end of 2023 (Contributed support is currently 7.4%).**
  - ▶ The impact of the pandemic has actually driven membership down resulting in a widening of the gap. We finished FY 21 with Membership at 29%, program at 60% and contributed support at 11%. Today we are at 31% membership / 54% program / 12% CS and 3% other.
- ▶ **Goal - Pay down debt by an additional \$500,000 above our scheduled payments by 2023.**
  - ▶ Based on our current cash position we have the ability to do so, but we have not made additional payments to date. Under the current operations, it might be wise to hold off until operations are back to break even or providing a surplus again.
- ▶ **Goal - Maintain a minimum of 60 days cash on hand.**
  - ▶ Currently we have approximately 140 days of cash on hand. This has primarily been achieved through pandemic related funding.
- ▶ **Goal - The Westwood Park branch will be positively contributing to the association by the close of FY 22.**
  - ▶ This branch has not had a full year of operations outside of the pandemic and will take a little longer than planned to attain this goal. Operationally, it lost \$505K in FY 21 and is projected to lose \$363K in FY 22. If we can improve by \$150K per year it will break even in FY 25. Steps are being taken to close the gap much quicker with Membership enhancements and new programming.
- ▶ **Goal - The annual operating revenue will exceed annual operating expenses, inclusive of depreciation.**
  - ▶ The pandemic has disrupted this goal from an direct operational metric, but covered through federal support. In FY 22 the operation gap is (\$1.3M), inclusive of depreciation. We anticipate that FY 24 will at least be breakeven for the organization.

# accomplishments

- ▶ **Goal - Maintain the Y productivity metric below 60%.**
  - ▶ We finished FY 19 at 64% and it has actually climbed to close FY 21 at 82%. This is primarily due to the increase of child care as a larger part of our operations and the staff needed to run the program. It is projected to lower to 72% in FY 22 as membership growth increases.
- ▶ **Goal - Reduce energy consumption by 20% through savings measures.**
  - ▶ If we look back at the high point (August 2019) of usage vs August 2021 we will see a drop of more than 25% in KWH in each facility. We converted all three branches to LED in the summer of 2020 as a first step. We are not seeing that significant a drop in all months, but will continue to monitor and take additional energy savings steps.
- ▶ **Goal - Explore at least one strategic partnership, merger or acquisition opportunity per year to provide opportunities for operational efficiencies, increased capacity or increased member value.**
  - ▶ Although we have not formalized any mergers or acquisitions in the past two years, we have expanded partnerships with SJH, Amherst SAU, Nashua School District and Harbor Care to increase programming, member value and service to the community, resulting in additional revenue. We have also initiated conversations with 3 other Y associations in hopes of exploring operational efficiencies through shared services or integration.
- ▶ **Goal - Effectively implement one new technology vehicle to improve operational efficiency per year.**
  - ▶ Personify was expected to improve operational performance and service to our members, but that did not happen. We are moving back to Daxko with new enhancements in March 2022. We did implement new technology to manage our reservation system for member facility usage during the pandemic and this greatly aided staff in managing member usage. Our implementation of Zoom has greatly improved our ability to meet with others (staff / volunteers / donors..) and our virtual platform has helped to retain members and provided expanded offerings.

# Strategic Priority # 4

## PARTNERSHIP FOR IMPACT

### (COLLABORATE AND IMPACT)

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.

#### Strategies

1. Expand Evidence Based Chronic Disease Prevention Programs and Capitalize on Third Party Reimbursement / Payment
2. Develop New Programming to Positively Impact Our Underserved Communities
3. Increase Child Protection Action Steps in Greater Nashua Region With & Through Community Partners
4. Provide Behavioral Health Support to Staff, Volunteers, Members and Program Participants

# accomplishments

- ▶ **Goal - Aid in the creation of Healthy Living programs to serve 325+ annually through new and expanded programming, up from the current 200.**
  - ▶ This population of programs has been hit hard by the pandemic due to the many underlying conditions and risk factors. We are starting over with some of these programs. We did launch a new bariatric program in partnership with SNHHS in FY 21. If we include our vaccination education program in this goal we will easily attain the numbers planned.
- ▶ **Goal - Intentionally expand evidence based healthy living programs to 2 additional communities not currently served.**
  - ▶ This will hopefully happen in FY 22 as we expand services in Amherst and Mont Vernon.
- ▶ **Goal - Double the number of annual referrals from other organizations & medical professionals by 2023 from the current 180.**
  - ▶ The impact of the pandemic is causing us to rebuild the referral base and until the individuals are comfortable in returning this goal will take longer to accomplish with our current line of HL programs.
- ▶ **Goal - Create at least one new partnership annually with a regional employer to improve the health of their population and strengthen their workforce.**
  - ▶ In the past two years we have implemented membership partnerships for the employee of SJH and the Amherst and Milford SAUs. Our plan is to also provide educational and programming opportunities to better support these individuals.
- ▶ **Goal - Create at least one new third party paying membership / program opportunity for local residents by the end of 2022.**
  - ▶ Our state alliance of Ys have come together and developed a partnership which now provides reimbursement for Medicare recipients taking the Y DPP. We are also working to expand it to other programs including LiveStrong. We are also working on a Y membership reimbursement plan to other insurance providers.

# accomplishments

- ▶ **Goal - Enhance at least one partnership annually to better improve the health and quality of life for an underserved or special needs population.**
  - ▶ We have expanded partnerships with SJH for employee child care, mobile health van access onsite at Y, employee membership support and other program discussions continue. Our partnership with Rivier U on the new Well Being Center as well as The Youth Council will be of great value. The SAU 39 partnership has launched three new child care sites.
- ▶ **Goal - Reduce the timeline for Y-Cares verification by working with other agencies to streamline a financial assistance income verification program for potential recipients.**
  - ▶ We have revised the application process to expedite Y involvement and approval for new applicants. They can now have immediate access on a temporary basis while awaiting approval.
- ▶ **Goal - Create a partnership program to address “tween” / middle school program gap serving more than 100 kids.**
  - ▶ We are currently working with The Nashua School District and B&G Club and Youth Council to address behavior issues in middle schools and possible in school / out of school support. Our Before The Bell Program at the Amherst Middle School is supporting our work to meet this goal.

# accomplishments

- ▶ **Goal - Collaborate with at least one new partner organization to provide child protection safety training / awareness for staff and or community members serving at least 100 people per year.**
  - ▶ Just prior to the pandemic we met with the NH Children's Alliance to launch a program to train our staff and community members about child sexual abuse prevention and intervention. We will launch this in FY 22.
- ▶ **Goal - Address one additional critical social issue per year, identified by community interviews by establishing and leveraging partnerships serving at least 25 individuals.**
  - ▶ We were successful with several initiatives in this area including YEA, food distribution, blood drives, vaccine distribution, vaccine education and looking ahead the Well Being Center will help address behavioral / mental health issues.

# accomplishments

- ▶ **Goal - Have a behavioral health specialist on staff to support children dealing with trauma and other related behavioral issues by the end of 2022.**
  - ▶ We are having conversations with Rivier U, The Youth Council and GNMH about making this happen.
- ▶ **Goal - Have all director level staff will be trained in Mental Health First Aid by the end of 2021.**
  - ▶ We are having conversations with other partners to provide this training. It will happen in early 2022.
- ▶ **Goal - Create or expand one partnership annually to address mental health issues in the community.**
  - ▶ We met with leaders from 10 different health based organizations about this in Oct 2021 and shared our plan for the Well Being Center. Some partners have stepped up and expressed interest in collaborating to expand the scope of services available. This will be a FY 22 launch.

# Strategic Priority # 5

## COMMUNITY OUTREACH & INCLUSION (ADVANCEMENT & DIVERSITY)

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.

### Strategies

1. Engage All Populations to Focus on Inclusion and Make Everyone Feel Supported By the Y.
2. Improve the Diversity of Our Staff, Volunteers and Board of Directors to Better Reflect & Represent Our Membership and the Community
3. Increase the Perception of the Y as a Non Profit Organization That Advances Stronger, Healthier Communities Where All Can Thrive.
4. Increase Perception of the Y as an Innovative, Diverse, Inclusive, Impact Driven Organization that Strengthens Our Community

# accomplishments

- ▶ **Goal - Improve our Y-USA Diversity, Inclusion and Global (DIG) metric results to “Very Engaged” from “Engaged”.**
  - ▶ We have not met all of the criteria at this point.
- ▶ **Goal - Create a New American Welcome Center in Nashua serving more than 100 individuals in the first year.**
  - ▶ We have not taken any serious action on this particular goal to date and nothing is planned for 2022.
- ▶ **Goal - Have at least one bilingual staff person to be available at each branch (determined by the specific branch needs) at a minimum of 75% of our operational hours by 2023.**
  - ▶ We have bilingual staff in our branches, but the key is “having them available” Ideally we are looking to have the staff available at the welcome center to assist members. We are still working on this goal and look to accomplish it in 2022. We are also capturing the multi-language skill in our Kronos HR System.

# accomplishments

- ▶ **Goal - Have the Y board of directors better reflect our community in terms of ethnic and gender diversity.**
  - ▶ The board development committee is aware of the gaps and is working to improve our diversity. The committee has also invested time into learning and educating the board about overall diversity and not just focused on ethnicity or race. We still have work to do here.
- ▶ **Goal - Have the Y staff will better reflect our community's ethnicity to better serve our members by closely matching percentages.**
  - ▶ We have increased the diversity of our staff in recent years, but understand the need increase diversity in particular areas of service to better support our members and potential members. We also better understand the wheel of diversity and need to measure diversity differently from our original plan.

# accomplishments

- ▶ **Goal - Have Board members and senior staff become “master story tellers” by increasing their ability to communicate the Y’s impact and our strategic goals.**
  - ▶ We have increased our messaging to staff and volunteers about the impact we are having through “Wednesday Wonders” stories, mission moments and other messaging. The Y Impact Report is another great tool that has been strengthened. We need to dive a little deeper in helping people to develop or share “their Y story” to increase their ability to share. We have improved, but I would not classify our team as “Master Story Tellers” yet.
- ▶ **Goal - 90% of community leaders interviewed in the annual community assessment will indicate a positive response when asked if they see the Y as an innovative, diverse, inclusive cause driven organization.**
  - ▶ We will have the results of this goal when we conduct our strategic planning community interviews in 2022.
- ▶ **Goal - Have at least 3 major marketing pieces are available in at least three languages by the end of 2021.**
  - ▶ Our website now is translated into 100 different languages through Google Translate, Our child care brochures and membership options have been translated into Spanish and Portuguese (based on teachers’ and welcome center staff requests). We continually review feedback regarding other print pieces which may not be available on the translated website.
- ▶ **Goal - Increase the perception of the Y as an innovative not for profit over the next three years.**
  - ▶ We feel that we have increased our perception in the community through all of the positive press, visibility in the community, recognition received by other organizations and advocacy by our staff and volunteers. Unfortunately, we have not found the proper way to accurately measure this goal. We have had conversations with YUSA, marketing firms and others, but have not found a solution. We know that our contributed support has increased along with membership and program participation; but that is not an accurate gauge of the community perception.

# Project Cornerstone

## Our Overall Goal

If we accomplish 75% of the success measures in this plan we will have a significant positive impact on our community elevate our status even higher as a cornerstone institution in the Greater Nashua Region.