



FOR YOUTH DEVELOPMENT®  
FOR HEALTHY LIVING  
FOR SOCIAL RESPONSIBILITY

# ENRICHING LIVES

## KEENE FAMILY YMCA STRATEGY ROAD MAP 2016 and Beyond

The Board of Directors of the Keene Family YMCA commissioned a Strategic Planning Task Force to review and recommend updates to the Y's current Strategy Road Map (approved in 2013). 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 Monadnock region changes.

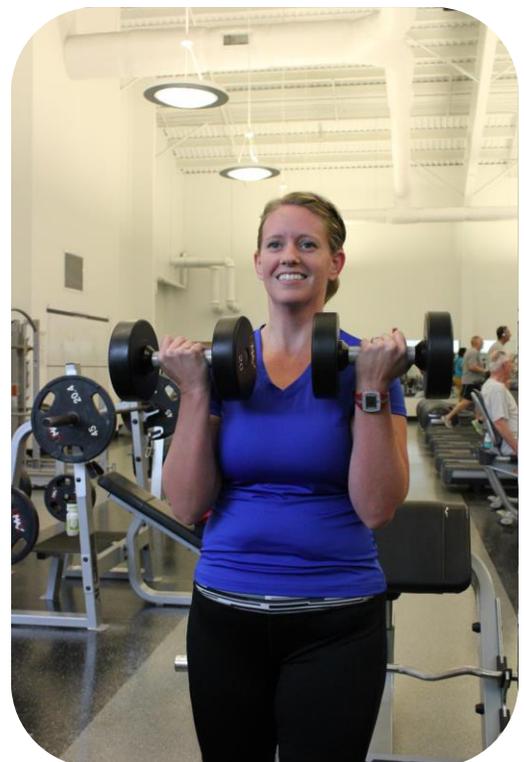
**Final Revised November 24, 2015**

### ► OUR MISSION

The Keene Family YMCA serves men, women and children of all ages, races, incomes and religions throughout the Monadnock region with services and programs designed to increase health, teach life and leadership skills and promote family unity.

### ► OUR DESIRED COMMUNITY IMPACT

The Keene Family YMCA is a cornerstone of our community, improving the quality of life for everyone, through programs and services that foster and promote youth development, healthy living, and social responsibility.



## ► 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 that will strengthen all current and future strategy work.

<b><i>As a charitable organization ...</i></b>	The Keene Family YMCA serves men, women and children of all ages, races, incomes and religions throughout the Monadnock region with services and programs designed to increase health, teach life and leadership skills and promote family unity.
<b><i>Because we seek to be...</i></b>	The Keene Family YMCA is a cornerstone of our community, improving the quality of life for everyone, through programs and services that foster and promote youth development, healthy living, and social responsibility.
<b><i>Serving...</i></b>	All in the community
<b><i>In the geographic area of...</i></b>	Cheshire County, New Hampshire, and surrounding areas
<b><i>Through...</i></b>	Group Exercise; Adult Sports; Preschool Sports; Off-Site and On-Site School-Age Child Care; Child Care for 6 weeks to 5 years; Gymnastics; Aquatics; Child Watch; Martial Arts; Rock Climbing; Racquetball and Squash; Health and Wellness; Camps; Teen Programs
<b><i>And maximize our unique strategic advantages of...</i></b>	<ul style="list-style-type: none"> <li>• Large, state-of-the-art, purpose-built, and climate-controlled facility that is accessible to all for recreation/community gathering, and that is conveniently located, has ample parking, and offers a welcoming and inspiring environment for all ages</li> <li>• A commitment to providing affordable programs and services to everyone in the community, including those in need of financial assistance</li> <li>• The greatest number and variety of programs offered to people of all ages</li> <li>• High credibility to attract meaningful partnerships and collaborations with other leading organizations committed to strengthening the community</li> <li>• The Y's trusted national brand with a reputation for high standards of safety and a strong emphasis on youth development, healthy living, and social responsibility</li> <li>• Serving the community since 1885</li> <li>• Licensed childcare program with access to swimming, gymnastics, and sports</li> <li>• Access to 2,600 Ys throughout the country via the membership reciprocity and AWAY programs</li> <li>• Year-round aquatics facility open to all</li> <li>• Diverse opportunities for families to be together and to participate in high-quality programs that are fun, safe, and all "under one roof."</li> <li>• Professional and qualified workforce with a passion for strengthening community</li> <li>• The largest and most inclusive membership base of any community organization in our region</li> </ul>
<b><i>We sustain our work through a funding mix of...</i></b>	Membership Revenue; Program Revenue; Annual Campaign; Government; Foundations; Special Events; Grants; Planned Giving

## ► CRITICAL SOCIAL ISSUES IN OUR COMMUNITIES

There are many critical social issues in our community that the Y could address. This plan is designed to maximize the Y's impact in addressing the following critical social issues in order to strengthen the communities we serve.

### YOUTH DEVELOPMENT

- Erosion in social-emotional development leading to negative youth behaviors
- Inadequate adult and community supports

### HEALTHY LIVING

- High rates of chronic disease, obesity, substance abuse, and mental illness

### SOCIAL RESPONSIBILITY

- Increasing social isolation and disconnection from communities
- Community support systems not keeping pace with changing demographics and family structures
- Needs associated with an aging population

## ► OUR ORGANIZATIONAL IMPACT STATEMENTS & STRATEGIES

The Real-Time Strategic Planning process includes reviewing 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	ORGANIZATIONAL STRATEGIES
<b>I. The YMCA is a force for improving our community's well-being.</b>	<b>Strategy 1:</b> Develop and maintain high quality staff, programs, membership services, and supportive networks in order to meet the needs of our diverse community.
	<b>Strategy 2:</b> Develop synergistic collaborations and partnerships that will further strengthen the community and deepen the Y's impact.
<b>II. The YMCA ensures its financial viability and long-term sustainability to advance our mission in the community.</b>	<b>Strategy 3:</b> Diversify the Y's revenue mix to create a more sustainable and balanced operating model and address capital debt.
	<b>Strategy 4:</b> Effectively review and evaluate programs, services, and facilities on an ongoing basis to best manage mission versus margin and assure operating efficiencies.
	<b>Strategy 5:</b> Foster a strong culture of philanthropy by effectively communicating the cause of the YMCA and engaging, nurturing, and recognizing donors and volunteers at all levels.

## ► OUR STRATEGY SCREEN

Our **Strategy Screen** is the set of criteria we will use to discern whether a particular strategy is congruent with our desired impact.

We will consider new and existing strategies or initiatives that:

- Advance the Y's mission, values, and identity as a cause-driven organization for youth development, healthy living, and social responsibility
- Promote fiscal viability and promote results that are financially sustainable
- Create measurable benefits and/or evidence-based outcomes that address critical needs and complement other community programs and services
- Promote YMCA values to all persons, supporting our commitment to diversity, accessibility and affordability
- Build the community's view of us as a vital non-profit organization
- Strengthen the YMCA's reputation as a safe and nurturing environment
- Strengthen the relationship with our staff, volunteers, members, donors, and community leaders
- Meet or exceed Y-USA's best practices, or other nationally recognized standards of performance that are measurable
- Provide opportunities to partner with organizations that support our mission

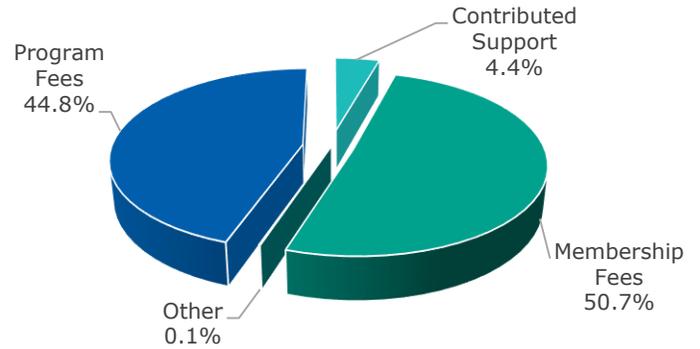


## ► OUR FISCAL PROFILE

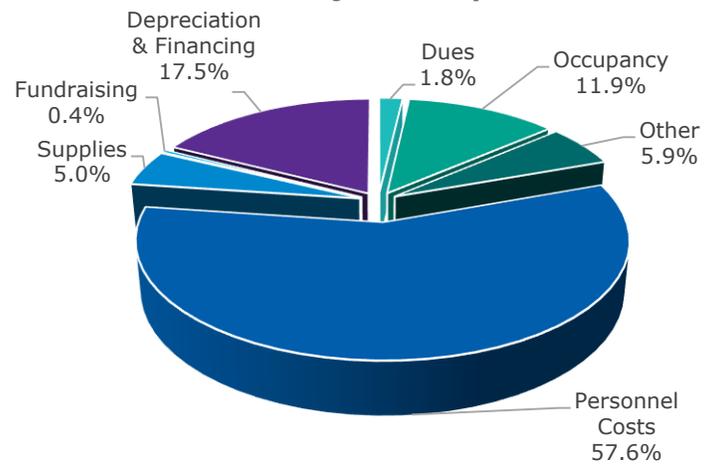
Revenue	2015 Projected	2014	2013
Membership	\$1,671,210	\$1,642,618	\$1,644,640
Program Income	\$1,475,267	\$1,357,653	\$1,279,737
Contributions	\$143,924	\$191,437	\$199,728
Other	\$3,323	\$50,454	\$17,353
<b>Total Operations Income</b>	<b>\$3,293,724</b>	<b>\$3,242,162</b>	<b>\$3,141,458</b>
Expenses	2015 Projected	2014	2013
Personnel	\$2,015,063	\$1,996,044	\$1,927,114
Supplies	\$175,624	\$149,678	\$148,946
Occupancy	\$415,911	\$468,004	\$414,799
Dues	\$63,463	\$68,098	\$62,243
Fundraising	\$13,335	\$8,696	\$8,517
Depreciation* & Financing	\$610,652	\$614,778	\$621,171
Other	\$205,322	\$199,293	\$217,464
<b>Total Expenses</b>	<b>\$3,499,371</b>	<b>\$3,504,591</b>	<b>\$3,400,254</b>
<b>Net</b>	<b>(\$205,647)</b>	<b>(\$262,429)</b>	<b>(\$258,796)</b>

\*Depreciation is a non-cash expense.

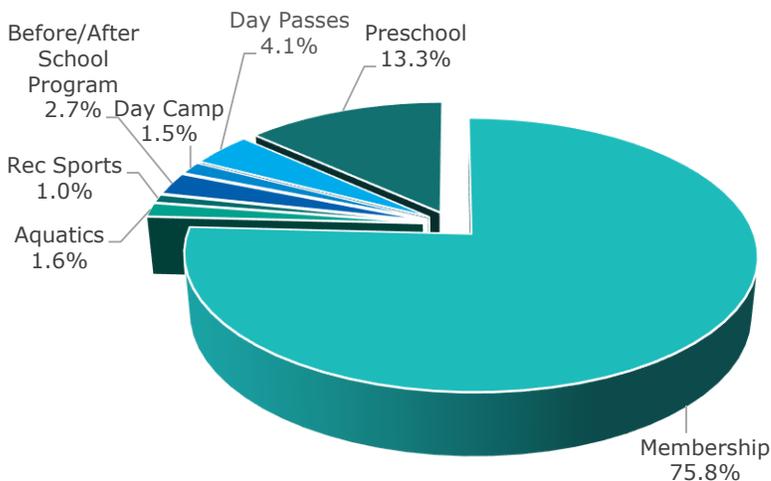
### 2015 Projected Revenue Sources



### 2015 Projected Expenses



### Financial Assistance & Free Services



Financial Assistance	2015 Projected
Membership	\$280,447
Aquatics	\$6,071
Rec Sports	\$3,636
Before/After School Program	\$9,991
Day Camp	\$5,499
Day Passes	\$15,024
Preschool	\$49,204
<b>Net Total</b>	<b>\$372,267</b>

## ► KEY FINANCIAL INDICATORS OVERVIEW

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Key Financial Ratios	Actual Results 2010	Actual Results 2011	Actual Results 2012	Actual Results 2013	Actual Results 2014	Benchmark
<b>Net Assets</b> as % of Total Assets	▲ 95%	▲ 63%	▲ 65%	▲ 65%	▲ 70%	> 60%
<b>Debt</b> as % of Net Assets	▲ 1%	▼ 39%	▼ 52%	▼ 49%	▼ 40%	< 25%
<b>Debt Coverage</b> (EBID/Debt Costs)	▲ 1.7	▼ 0.0	▲ 4.6	▲ 1.6	▼ 1.3	> 1.5
<b>EBID</b> as % of Operating Rev	▼ 3%	▼ -8%	▲ 25%	▼ 15%	▼ 11%	cover EBID required
<b>EBID Coverage</b> of Dep. & Interest	▼ 40%	▼ -307%	▲ 156%	▼ 79%	▼ 60%	> 100%
<b>Liquidity</b> (Cur Asst/Cur Liab)	▲ 10.8	▼ 0.5	▼ 1.3	▲ 1.6	▲ 2.5	> 1.5
<b>Annual Charitable</b> as % of Op.Rev.	▼ 9%	▼ 6%	▲ 24%	▼ 7%	▼ 6%	> 15%
<b>Productivity</b> (PersCost/Op.Rev.)	▼ 65%	▼ 75%	▲ 48%	▲ 59%	▼ 61%	50-60%

- ▲ Meeting benchmark or better
- ▼ Significantly worse than benchmark

**Operating Revenue: \$ 3,258,722**

Note: No arrow indicates neutral performance, not meeting benchmark but not significantly worse than benchmark.

