



ENVISIONING OUR FUTURE IMPACT ON OUR COMMUNITIES

Keene Family YMCA
2022-2024

The Board of Directors of the Keene Family YMCA commissioned a Strategic Planning Task Force to review, refresh and update the Y's current Strategy Road Map (approved in 2015). The Task Force met for a few planning sessions prior to a Board/Staff Strategy Session. 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 Passed February, 2021. Revised September 2022.



STRATEGIC PLANNING COMMITTEE

Volunteers:

- David Therrien, Chair
- Mark Fryberger
- Dayna Guldhaug
- Chip Southgate
- Liz Coppola

Staff:

- Dan Smith, CEO
- Tammie Patnode
- Kelly Fleurette
- Colleen Manzi
- Matt Primrose
- Meghan Marcucci
- Katie Gregory
- Samantha Hill
- Cindy Puza
- Bridget Moynihan

OUR MISSION

We serve all people through programs and services that build spirit, mind and body with a focus on Youth Development, Healthy Living and Social Responsibility.

OUR VALUES

We promote four core values of Respect, Responsibility, Honesty and Caring in all the work we do at the Y.

OUR CAUSE

Strengthening the foundation of community





OUR IMPACT STATEMENT

The Keene Family YMCA is a proactive, inclusive community keystone, weaving the diverse social fabric of our region to create belonging through collaborative programs and services fostering youth development, healthy living and social

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.

<p><i>As a charitable organization</i> ...</p>	<p>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.</p>
<p><i>Because we seek to be...</i></p>	<p>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.</p>
<p><i>Serving...</i></p>	<p>All in the community</p>
<p><i>In the geographic area of...</i></p>	<p>Cheshire County, New Hampshire, and surrounding areas</p>
<p><i>Through...</i></p>	<p>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</p>
<p><i>We sustain our work through a funding mix of...</i></p>	<p>Membership Revenue; Program Revenue; Annual Campaign; Government; Foundations; Special Events; Grants; Planned Giving</p>

OUR STRATEGIC ADVANTAGES

“Traits” using our unique assets and outstanding execution (not in priority order)

- Large, state-of-the-art, purpose-built, and climate-controlled facility that is accessible to all for recreation/community gathering, has ample parking and offers a welcoming and inspiring environment for all ages
- A commitment to providing affordable programs and services to everyone in the community, including those in need of financial assistance
- Offer the largest number and variety of healthy living, youth development and social responsibility programs to all ages
- A respected convener attracting meaningful partnerships and collaborations with other leading organizations committed to strengthening the community
- The Y organization is a trusted national brand with an outstanding reputation built on a legacy of high standards of safety and a strong emphasis on youth development, healthy living and social responsibility
- A legacy in serving the community since 1885
- Largest licensed childcare program offering swimming, gymnastics and sports
- Access to 2,600 YMCAs throughout the country via membership reciprocity and AWAY programs
- Year-round aquatics facility **and indoor track** open to all
- Offer diverse opportunities for families to be together and participate in high-quality programs that are fun, safe and all under one brand/umbrella
- The largest and most inclusively diverse membership base of any community organization in the Keene region

OUR STRATEGY SCREEN

We will consider new and existing strategies or initiatives that (not in priority order):

- Advance the Y’s mission, values, and identity as a cause-driven organization for youth development, healthy living, and social responsibility
- Is/are fiscally responsible
- 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 anti-racist and multi-cultural diversity with accessibility and affordability
- Reinforce us as a vital, non-profit organization to our community
- Creates 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
- Enable us to partner with other organizations

OUR BIG QUESTION

An opportunity or threat our Y must address that is outside of the current scope of strategies:

How can the Keene Family YMCA be an effective game changer in critical health and social issues to help all in our community connect, learn and thrive?



STRATEGIC PRIORITY 1: Collaborate with other organizations in programs, services and initiatives to make the greatest, healthiest impact on everyone in the communities we serve.

SMART Goals:

1. Develop partnerships with at least 3 other organizations or towns to deliver 3 program initiatives or events by 10/2023.
2. Build a collaborative plan with at least 5 other like-minded partners to establish a Community Impact Center in a newly remodeled/constructed space by 2024.
3. Develop a plan for addressing childhood food insecurity through community food program initiatives by November 2022 and implement by June 2023.
4. Further develop and amplify our volunteer program.
5. Become a community hub for training on Healthy Living, Youth Development and Social Responsibility topics by launching at least 3 different trainings by 12/2023.
6. Develop and implement the objectives of the NHEYP Grant by 3/23.



STRATEGIC PRIORITY 2: Develop, convene and establish meaningful connections with other mission driven leaders to strategically address the critical community needs of all through healthy living, youth development and social responsibility.



SMART Goals:

1. Develop and Implement a Mental Health plan offering supports and resources for our staff, members and community by 5/2023.

STRATEGIC PRIORITY 3: Conduct an assessment of YMCA assets and resources and allocate to efficiently meet the critical needs of the community and the long-term sustainability of the YMCA.

SMART Goals

1. Improve Daxko membership data quality by 12/2023.
2. Elevate the perception of the Y as a "Great place to work" and "Employer of choice."
3. Restore pre-COVID membership units to >3000 by 3/31/2023
4. Further develop and launch the fiscal sustainability plan of the MYC.
5. Increase the perceived value of membership by June 2023.
6. Increase the perceived value of programming by September 2023.
7. Re-evaluate and optimize our mobile app to improve and expand our communications capabilities and increase member engagement by March 2023.
8. Research and implement a SMS marketing program, enabling us to utilize texting as a communications channel by July 2023.



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STRATEGIC PRIORITY 4:

Expand our programs and services throughout our community and natural environment for accessibility and equity for all.



SMART Goals

1. Deliver Safety Around Water for every 4th grader (around 400) in our service area (SAU29 & SAU93) by 2024.
2. Create and implement a schedule of at least 4 wellness classes “for all” that take place off-site from the YMCA by 4/2023.
3. Advance to stage 4 on the “Continuum on Becoming an Anti-Racist, Multicultural Organization.”
4. Offer 2 new special program events to bring in revenue and bring together community by 12/23.

STRATEGIC PRIORITY 5:

Increase the visibility and awareness of our Y's mission and impact throughout the community via intentional communication and marketing strategies.

SMART Goals

1. Rebuild and launch a new website that incorporates SEO best practices and is optimized for conversion by January 2024.
2. Develop and implement a social media engagement strategy to increase brand awareness and advocacy by January 2023.
3. Create and populate output and evidence-based outcome dashboards for all departments and programs to be released in the Annual Impact Report of January 2024.
4. Create and implement a campaign where YMCA youth role models champion the YMCA mission by 3/23.
5. Develop a comprehensive library of at least 12 member, participant and staff testimonials that can be used to tell our story and raise awareness of the Y's impact on our community by 7/23.



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The Y is a leading nonprofit committed to strengthening community by connecting all people to their potential, purpose, and each other. Working locally, we focus on empowering young people, improving health and well-being, and inspiring action in and across communities.

Keene Family YMCA | 200 Summit Road, Keene | 603.352.6002 | keeneymca.org