

Strategic Plan

September 1, 2006 – August 31, 2011

Priorities

Association Vision

Our YMCA will be a leading and growing force for positive change and influence in the lives of children, families, and communities.

Vision Statement of the CEO

My vision for the YMCA of Greater Nashua is to be recognized by its members and the community as a leader and a resource promoting the healthy development of children, families, and community. The character development values of caring, honesty, respect, and responsibility are the foundation of every decision we make and every program we offer needs to reflect them. The YMCA will work to provide the best possible service to both members and the general community. The YMCA will reach out to the community to work with other organizations for the common good of all individuals in the Greater Nashua area.

Operating Goals

In order to fulfill its mission and be recognized as a leading human service provider in the community, the YMCA will:

- Foster a sense of belonging and community among members
- Serve as a catalyst in addressing mission related community issues
- Promote, develop and support the vital role of volunteers and staff in the YMCA
- Maintain high quality programs and facilities
- Communicate effectively the YMCA's programs and services and impact on target audiences
- Secure and efficiently manage the financial resources necessary to achieve our goals
- Implement internal reporting and documentation systems which accurately reflect strategic measurements and operations

Addressing External Issues / Community Needs/ Problems

1. Obesity and lack of activity is leading to poor health, increased health care costs and increased risk factors in youth, teens, and adults.
2. Youth are lacking opportunities to acquire developmental assets that help them thrive and avoid at-risk behaviors.

3. Growing racial, ethnic, and economically diversity will require new ways of attracting, programming and connecting with communities.
4. Aging adults and baby boomers have diverse outlooks, interests and needs that are not being totally addressed.
5. Families need more opportunities to experience family focused, asset and values based activities.

Addressing Internal Issues / Needs / Problems

6. Aging facilities need to be modernized to better serve members, volunteers, staff, and the community
7. Contributed income is below national standards in comparison.
8. New member acquisition has fallen below projections. Creative solutions are needed to attract new audiences, i.e. health seekers.
9. Programs, and membership procedures and retention plan are not currently designed to build committed relationships.
10. The diversity of YMCA staff and Board is not truly reflective of our service area and membership we serve.
11. Marketing's use of technology doesn't reflect modern communications of a Community Leader.
12. The YMCA faces issues with recruitment and retention of an adequate number of qualified employees due to an uncompetitive wage scale.
13. Internal reporting does not mirror measures and goals.
14. The value of membership needs to be enhanced by including more complimentary programs and incentives.