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A Learning Framework for the YWCA Central Massachusetts

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**CHALLENGE CONVENTION.
CHANGE OUR WORLD.**

A Learning Framework for the YWCA Central Massachusetts

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MSPC 3330- Consultancy Skills Capstone
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Executive Summary

After meeting with the Director of Wellness and Health Equity at the YWCA Central Massachusetts (which will be referred to as the YWCA from here on out), we learned that as a non-profit gym and health center, it is heavily underfunded. The main focus of the project was to determine how to upkeep the facility while bringing in new customers with limited resources and budget. Due to the needs of the YWCA, our group focused on six aspects: revenue stream, donor retention, increasing membership, customer experience, social media marketing, and membership fee structure. After completing extensive research, we were able to make the following suggestions.

For revenue stream, the YWCA could use current and trending technology, due to its inexpensive and simplistic way to reach customers and donors. In regards to donor retention, retaining this type of funding will be an effective way to increase the YWCA's funding returns. Through increasing customer experience, the organization will attract new members as well as maintain their current clientele. In order to reach current and potential customers, it crucial for the YWCA to create and maintain a strong social media marketing strategy. Lastly, moving towards a clearer and easy-to-understand fee structure, more likely a sliding fee scale, would optimize customer retention.

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Introduction

Importance of a Capstone Project

The Capstone project is intended to be a culminating experience calling upon students' ability to analyze an organization's issues, and apply the skills students have developed through their coursework in the School of Professional Studies. The project deliverable is a demonstration of professional competencies and ability to apply their theoretical knowledge to "real-world" issues. Through the process of close collaboration with the YWCA, issues will be addressed within the organization using analytical, research, writing, and professional skills acquired in the Master's programs.

The process of working within a team and a client bridges the gap between academic knowledge and practical application. A capstone project is an investigative effort that culminates in a final deliverable and presentation. The final product is presented to the following stakeholders: 1) The client (YWCA) who has established a particular need; and 2) The School of Professional Studies, specifically Mary Piecewicz.

YWCA & the Wellness and Health Equity Program

As the oldest and largest multicultural women's organization in the world, the YWCA, on a national level, has more than 25 million members in 122 countries (YWCA Central Massachusetts, 2014- <http://www.ywcacentralmass.org/vision>). This includes 2.6 million members and participants in 300 branches in the United States (YWCA Central Massachusetts, 2014- <http://www.ywcacentralmass.org/vision>). More importantly, its mission is to eliminate racism and empower women, which is still transparent throughout the organization. The YWCAs provide a safe place for women and girls, build strong leaders, and advocate for both women's and civil rights.

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Founded in 1885, the YWCA located in Worcester Massachusetts strives to be an all-inclusive advocacy and resource center with a proactive team serving the diverse needs of the Worcester County community through leadership, service, and support. Since its start, the YWCA has acquired the Upham Estate, which became a boarding home for 50 women in 1892 (YWCA Central Massachusetts, 2014- <http://www.ywcacentralmass.org/vision/our-history>). Then, in 1991, the organization began its renovation at its Salem Square facility, which has a wellness and health equity center and childcare program to this day (YWCA Central Massachusetts, 2014- <http://www.ywcacentralmass.org/vision/our-history>).

The YWCA Wellness and Health Equity Program provides members with positive experiences that are consistent with the YWCA's core beliefs. Its center provides personal and group fitness programs, an indoor pool, a fully equipped gym, and free parking in a central downtown location. This program is heavily utilized by the community but is underfunded. The YWCA wants to build a viable and sustainable revenue stream in the future. We are conducting our assessment on finding a solution for increasing revenue and brand awareness.

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Chapter One: Revenue Stream

Introduction

One of the primary goals of every organization, including those in the non-profit sector, is to increase revenue annually. However, the approach to generating revenue may slightly vary across companies, especially since there are different motivators, stakeholders, and targets involved. That being said, it is important to note that though the YWCA is a non-profit and not a for-profit business, this chapter will look at this organization from a business perspective. In order to thrive in such times, all organizations, including the non-profit sector, must evaluate their problems from a business aspect whether it be about revenue or quality.

Revenue not only provides access for more resources to improve quality, but it, along with profit and loss recognition, also provides information to help measure the company's performance (Wagenhofer, 2014). Although revenue plays the most significant role, not all companies successfully increase or maintain their revenue stream. It is quite common to hear “growth drives value” in any business, but that is not always the answer to how revenue is produced and maintained. Specifically, sustainability or quality of revenue is just as crucial as the growth or quantity of income (Tjan, 2013). According to Tjan (2013), aside from evaluating year-over-year growth, the three main characteristics to high quality revenue- predictability, profitability, and diversity- should also be taken into serious consideration.

High Quality Revenue

As previously mentioned, predictability, profitability, and diversity are particularly crucial in the evaluation process to improve quality and performance. Predictability is defined as how worthy the existing business model is, in terms of monetary value (Tjan, 2013). In other words, how much revenue can be predicted each year from the business model currently in

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place? This is typically measured by counting the number of customers from the previous year, and analyzing the percentage of those customers that have returned for the current year. Tjan (2013) states that a company's products and services have become a necessity if 90percent of previous customers return for the current year and spend approximately the same amount. In this way, the YWCA can predict revenue range from its products and services, and even make decisions on which of those to keep, improve, or discard.

Profitability is self-explanatory in that an organization must figure out ways in which they are producing their profit. For example, one would think that Amazon generates money as an e-commerce by selling goods, but much of their profits is directly linked to its third-party marketplace, media and growing web and cloud services (Tjan, 2013). This shows that the YWCA must consider its profit margin to decide which areas can be used to drive sales and which ones require attention for change. Finally, diversity for high quality revenue means that organizations should not rely solely on one type of revenue; they must find multiple approaches to generate income. Something that is imperative for companies to keep in mind is the fact they must transform accordingly in this volatile day and age, especially in regards to market shifts and groundbreaking technologies. They must often evaluate whether their business model lives up to the current standards of the market economy (Gilbert, Eyring, & Foster, 2012).

Business Model

What is a business model and its significance? To sum up, a business model is "...how you planned to make money..." and "...[assumptions] about identifying customers and competitors, their values and behavior...technology and its dynamics, about a company's strengths and weakness" (Ovans, 2015). However, there is no widely accepted definition. Companies are often unsuccessful in keeping up with changing market conditions by not making

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the above assumptions explicit in their business model. As previously noted, it is important to keep in mind that this analysis is from a business perspective even though the YWCA is a non-profit.

On the one hand, Drucker (1994) defines a good business model as the one that provides answers to the following two questions: Who are the targeted customers and what do they value? What is the underlying economic logic that explains how [companies] can deliver the value to customers at a reasonable cost? On the other hand, Magretta (2002) views business models as “stories that explain how enterprises work” and describes business models in terms of the value chain. The first part of value chain involves “all the activities associated with making something: designing it, purchasing raw materials, manufacturing...” and the second part involves “all the activities associated with selling something: finding and reaching customers, transacting a sale, distributing the product or delivering the service” (Magretta, 2002).

Does the YWCA have a business model that takes into consideration all the above? Although the mission of the YWCA will continue to be the same, it is crucial for the leaders at the YWCA to assess their business model for any flaws and/or improvements. As seen in figure 1, which represents the difference between strategy, business models, and tactics, and the relation/significance between them, and according to Casadesus-Masanell and Ricart (2009), “...having an integrative framework that clearly separates the realm of strategy, business models, and tactics will help guide the search of novel, interesting, and profitable ways to compete.”

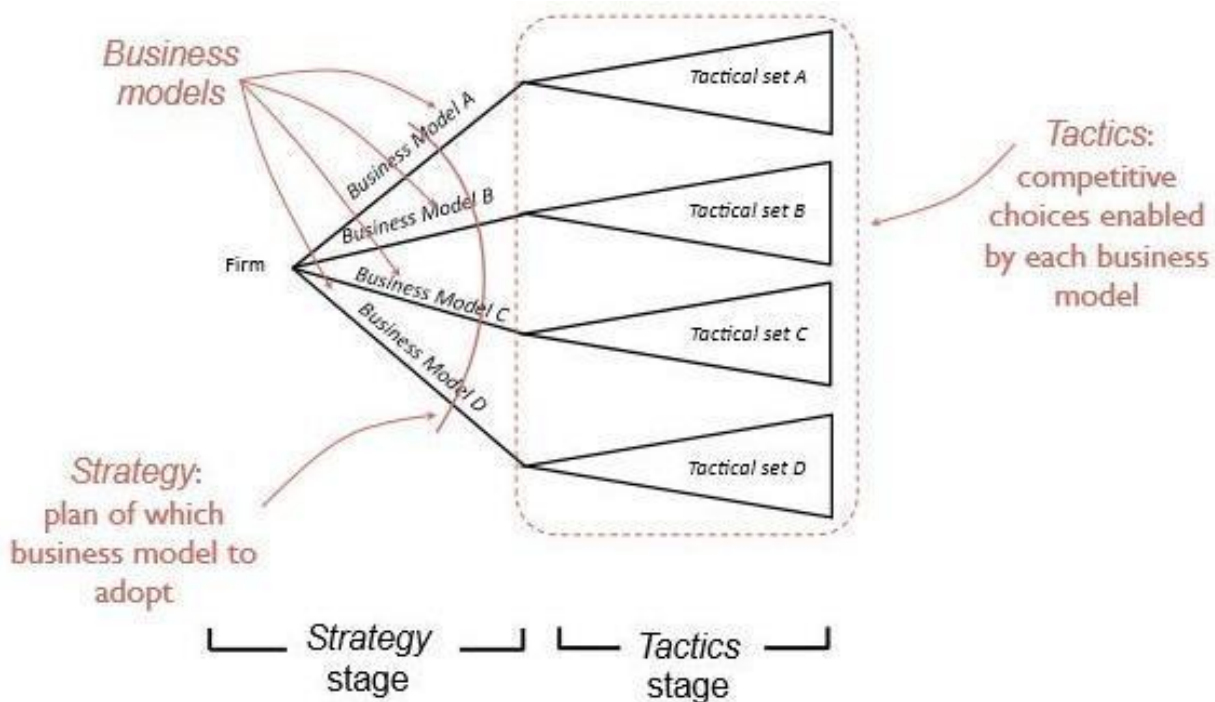


Figure 1: Casadesus-Masanell and Ricart (2009), *From Strategy to Business Models to Tactics*

Business Model Innovation

If companies lack the resources to create a brand-new business model, they can always look at their current one to make changes. This is called business model innovation. In this case, the YWCA has limited resources which means that it must find ways in the current methods to improve the revenue stream. Business model innovation is the process of delivering existing products, produced by existing technologies, to existing markets (Girotra and Netessine, 2014). Even with this, organizations must have a framework for identifying opportunities. After all, that is the purpose of a business model as well as business model innovation- to identify opportunities to improve profitability and productivity. In their article, Girotra and Netessine (2014) state four business model innovation questions, regarding the decisions made to the existing business model:

- 1) What products and services should be offered?

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- 2) When should key decisions be made?
- 3) Who are these decision makers?
- 4) Why should certain decisions be made or why are certain decisions made?

Decisions revolving around which products and services to offer have three options, but only two of them are relevant to the YWCA. The first one being narrow focus in that the quality of a product matters over the number of products being offered (Girotra and Netessine, 2014). Though this is only effective in distinct markets, it clearly differentiates customer needs, making it easier to draw in the target. The second option is to find commonalities and the necessary capabilities to serve various products, and customer/market segments (Girotra and Netessine, 2014). This allows organizations to take risks with minimal financial consequences. Strategies involving when to make certain decisions depend on the circumstances (Girotra and Netessine, 2014). The three strategies are postponing, changing the order of, and splitting up the decisions. For the YWCA, this aspect of business model innovation will be situational, as well as prioritized. Additionally, it seems to have a solid organizational structure as far as deciding on decision makers. The last aspect of business model innovation is why are certain decisions made. Many business decisions are made to improve the revenue stream and quality, and to integrate the incentives (Girotra and Netessine, 2014).

Business Practices

While organizations build a solid business model, they must also strengthen their business practices even though there may be funding and staffing constraints and limited management resources. Murphy (2016) suggests eight crucial business practices that companies cannot afford to overlook: 1) Governance and board oversight; 2) Strategic planning; 3) Financial and cash flow management; 5) Donor and contribution management; 6) Use of

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technology; 6) Networking and benchmarking; 7) People development; 8) Marketing

It is necessary for all of these practices to be implemented properly for a successful and profitable business. The most important implementation is a proper management and governing board with clear roles, responsibilities, and authority. In some organizations, the board members lack the essential knowledge about the non-profit sector, so it is key for all the stakeholders to be properly trained. As far as strategic planning is concerned, the objective should be to consider areas of risk and opportunity, as well as forecast a plan for more than 12 months (Murphy, 2016).

Additionally, financial and cash flow management plays a huge role in the non-profit sector. Organizations must strategically maintain their current revenue by managing their cash flow. It is not only important to evaluate and develop annual budgets, but to also build operating funds, and ways to monitor and forecast unrestricted net assets and cash flows (Murphy, 2016).

In terms of donor and contribution management, it is important:

- 1) To connect businesses to their constituents.
- 2) To better use their donor relationships.
- 3) To increase awareness of their mission and values.

Some ways in which organizations have created these strategic partnerships include having cross-marketing merchant sales events, an e-commerce platform for merchants to sell products and to receive a percentage of those sales, and, finally, introducing these merchants to their donors (Murphy, 2016). Furthermore, the use of technology has become a crucial part of the daily work flow. Given that the YWCA Central Massachusetts has limited resources, using existing technology and even implementing inexpensive and simple ways to maintain customer, financial, donor, and vendor data will be beneficial for evaluation, prediction, and marketing processes. Networking and benchmarking, and people development are self-explanatory in that

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they are useful in sharing information, improving services and products, and in creating a community for the local people (Murphy, 2016). Lastly, marketing educates the public as well as increases revenue. McWhorter's advice for organizations is to "Redefine marketing and the customer experience, and use their experience lens to determine how [your organization] presents information and leverages media relationships" (Murphy, 2016). Furthermore, many companies overlook the power of the social media platform, which is a simple and inexpensive way to deliver messages.

Revenue Sources

Now that the best practices in business are explained, what are some sources of revenue? Non-profit organizations seek out funding from a variety of revenue sources including government funds and donations. However, Dorri McWhorter, the CEO of the YWCA Metropolitan Chicago, states "In a competitive marketplace, it is no longer sufficient to rely purely on government funds or donations. ... There must be leadership that can look at a not-for-profit organization differently to create a value proposition and new revenue streams" (Murphy, 2016). In other words, non-profit organizations must find new and unique ways to raise revenue each year for the purposes of stability and sustainability (Fritz, 2016).

If it has not already, the YWCA can tap into the following list of types of revenue sources suggested by Compassion Capital Fund National Resource Center (2002-2009): 1) Annual or sustained gifts; 2) Major gifts; 3) Planned gifts; 4) Foundation grants; 5) Cause-related marketing; 6) Corporate giving programs; 7) **Earned income activities**; 8) Unrelated business income; 9) In-kind donations; 10) Supporting organizations; 11) Benefit events; 12) State and local municipalities; 13) Churches and denominations; 14) Federated funds; 15) Online donations

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REVENUE SOURCE	UNDERPERFORMANCE SYMPTOMS	DIAGNOSIS AND CORRECTIVE ACTION
ANNUAL OR SUSTAINED GIFTS	<ul style="list-style-type: none"> • Low average gift • Low response rate • High number of bad addresses or contact information 	Eliminate the possible problem by trial and error. Ask: Is it the list of names, the offer, the signor, the package copy/design, or a poor choice for direct response? Your organization may decide to employ a consultant to quickly diagnose and solve these issues.
MAJOR GIFTS	<ul style="list-style-type: none"> • No meeting appointments are happening • Asks are taking place for low amounts of money • Volunteers are reverting to annual asking techniques 	Reevaluate prospect qualifications and any staff training on acquiring appointments, asking, and closing. Remember that qualifying prospects requires time as well as skill training.
PLANNED GIFTS	<ul style="list-style-type: none"> • No plans are written • Requests for information are not turning into leads for meetings 	Work to motivate more timid staff and to improve the lead-generation system. When asking for planned gifts it is essential for staff to get out of the office and into the field.
FOUNDATION GRANTS	<ul style="list-style-type: none"> • Lots of letters and some proposals are going out, but no money is coming in 	Work to improve your understanding of grantsmanship by attending a grant-writing seminar or class. Also, consider recruiting board members to develop personal relationships with foundation directors.
CAUSE-RELATED MARKETING	<ul style="list-style-type: none"> • No money comes in from the cause-related marketing 	Reevaluate your organization's contract with the for-profit organization and renegotiate contract terms. First find the company's limit (point where they say "no") and work backwards from there.

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REVENUE SOURCE	UNDERPERFORMANCE SYMPTOMS	DIAGNOSIS AND CORRECTIVE ACTION
CORPORATE GIVING PROGRAMS	<ul style="list-style-type: none"> • Lots of letters and some proposals are going out, but no money is coming in 	Encourage your organization's leadership (board, CEO, etc.) to reach out to corporate leadership and cultivate these high-level relationships. Strive to make the corporate giving program beneficial for both parties.
EARNED INCOME ACTIVITIES	<ul style="list-style-type: none"> • No products sold • No leads 	Develop incentives to motivate sales. Reevaluate the concept of earned income to see if it fits within your organization's model and whether the idea was well-executed.
UNRELATED BUSINESS INCOME	<ul style="list-style-type: none"> • No products sold • No leads 	Develop incentives to motivate sales. Reevaluate the concept of unrelated business income to see if it fits within your organization's model and whether the idea was well-executed.
IN-KIND DONATIONS	<ul style="list-style-type: none"> • Only a few small gifts come in 	Passive staff and poor lead generation system. Must get the staff into the field and out of the office.
SUPPORTING ORGANIZATIONS	<ul style="list-style-type: none"> • Many meetings occur but no firm commitment to raise funds 	Evaluate whether your organization's senior leadership is supportive of the partnership. Work with leadership from both organizations to ensure the arrangement is beneficial for both parties.
BENEFIT EVENTS	<ul style="list-style-type: none"> • Poor attendance • Wrong people attending • No money raised 	Identify event weaknesses by analyzing event design, scheduling, location, and leadership. Brainstorm ways to get both event and community leaders engaged in the promotional process. Reevaluate how to make fundraising the foundational theme of the event.
STATE AND LOCAL MUNICIPALITIES	<ul style="list-style-type: none"> • Many meetings but no firm commitment for funds 	Work to improve relationships with key legislators and to prove the political value of your organization's work.
CHURCHES AND DENOMINATIONS	<ul style="list-style-type: none"> • A few meetings, with lapses of inactivity/silence • No firm commitment for funds 	Work to improve and generate support from church leadership.
FEDERATED FUNDS	<ul style="list-style-type: none"> • Low average gift • Low response rate • High number of bad addresses and contact information 	Work to motivate more timid staff and improve organizational marketing skills. Motivate staff to work with campaign/ federation staff.
ONLINE DONATIONS	<ul style="list-style-type: none"> • Low average gifts • Low number of gifts • Few hits or participants in online spaces 	Update online spaces more frequently. Identify key supporters and staff members to actively highlight the organization on their own pages.

Figure 2: Compassion Capital Fund National Resource Center (2002-2009), *Building Multiple Revenue Sources*

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Revenue Source: Earned Income Activities & Financial Stability

One clear and simple approach mentioned and seen above in figure 2 (which shows revenue sources, indicators of underperformance, and suggested improvements) is to increase revenue through earned income activities. According to the National Center for Charitable Statistics, three-quarters of the revenue produced in the non-profit sector is due to these income activities, such as self-generated fees from services (Fritz, 2016). Fischer, Wilsker, and Young (2011) also theorize that the main source of funding for non-profit organizations is related to the services they offer, although revenue generated from program fees is low for those organizations categorized as public. However, that does not necessarily mean non-profit organizations that are deemed public are unable to generate enough revenue through their programs and activities.

Although generating revenue through earned income activities is a desired way for non-profit organizations, they may often face challenges with balancing financial sustainability with their mission/vision. After struggling with such challenges, the YWCA of Greater Pittsburgh asked the Rand Corporation for assistance in conducting a strategic assessment in an effort to improve the sustainability and performance of one of its branches. Rand Corporation is “a non-profit institution that helps improve policy and decision making through research and analysis” (Sontag-Padilla, Staplefoote, & Gonzalez Morganti, 2012). Sontag-Padilla, Staplefoote, and Gonzalez Morganti (2012) state that “Evaluating activities and operations based on profitability and mission impact, as well as the interaction between these two dimensions, may allow non-profits to develop strategic plans to manage short-term financial challenges while maintaining long-term mission goals.”

The following are key challenges and practices of financial sustainability, highlighted by Sontag-Padilla, Staplefoote, and Gonzalez Morganti (2012), which the YWCA could possibly

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consider:

- 1) “Risk of reliance on external funding sources and streams”
 - As previously mentioned, there are different and innovative ways that non-profit organizations must consider aside from funding from the government, foundations, grants, etc.
- 2) “Creating a non-profit ‘brand’”
 - A non-profit organization must often define, develop, identify, and address a clear and consistent brand not only to match the standards of the current market, but to communicate its social mission with the community.
- 3) “External expectations of partnerships”
 - It is difficult to expect financial partnerships, but non-profits can begin formalized collaborations as a way to increase resources and minimize competition for funding sources.
- 4) “Demonstrating value and accountability to funders”
 - Non-profits may feel intimidated to show their up-to-date information regarding their operations and finances. However, being transparent and open to evaluation activities, which provides a framework for the financial and programmatic outcomes, shows the value of a non-profit organization’s operations.
- 5) “Promoting community engagement and leadership”
 - Since most non-profits are located within the communities they serve, promoting ownership and collaboration among community members may be challenging. Non-profits, such as the YWCA Central Massachusetts, could establish and engage community board leadership as well as a solid system of community volunteers. By

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doing this, non-profit's take advantage of the different levels of experience and expertise and bring about some sort of ownership.

Chapter Two: Donor Retention

Introduction

Many organizations rely on public donations to achieve their missions, therefore, one of the most important aspects to succeed in as a non-profit organization is to find donors and donations. However, many organizations experience very high turnover rate in their donor roll. Acquiring new donors is a lot more expensive than turning current or past donors into recurring ones, because retaining donors typically only requires a certain level of displayed appreciation and general relationship maintenance with those donors. Whereas, acquiring new ones often involves launching new campaigns, events, and other efforts that require a financial investment with the hopes of getting a return. It is necessary for more organizations to trim costly acquisition campaigns and the loss of potential long-term supporters. Therefore, for organization like the YWCA in Worcester, one of the most effective ways to support their missions of funding is to raise their donor retention rate. Donor retention is the measure of how many donors continue to donate to an organization.

Based on different academic research of donor retention for non-profits, practical experience from professional scholars, and data analysis of the industry, the focus of the analysis will be on how donor retention would be beneficial for non-profit organizations like the YWCA by answering following questions: 1) Why does donor retention matter? 2) How to measure donor retention rate? 3) What can be done to improve donor retention?

Literature Review

Han, Ryzhov, and Defourny (2013) present a new sequential decision model or a learning framework for campaign design and marketing for non-profit organizations, such as the American Red Cross. Specifically, they discuss donor retention campaign decision variables

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falling into three categories: campaign types, mailing designs, and donor segmentation. In relation, Figure 3 displays a list of campaign attributes. This campaign outcome is related to a set of design features using linear regression, which is used to approximate the success rate (Han, Ryzhov, & Defourny, 2013).

Table 1: Decision variables in donor retention campaign

Category	Name	Description
Campaign Type	Acquisition	for new acquired one-time disaster donors
	Renewal	for converted donors with direct appeals for a contribution
	Cultivation	for converted donors with newsletter-like mailings
	Follow-up	other intermittent mailings
	Lapsed	for donors who have not responded in the past 18 months
Mailing Design	Personalization	inclusion of the donor's name and address
	Gift item	supporter cards, mailing labels or a glowstick
	Checkboxes	suggested donation amount options
	Stories	disaster preparedness story or generic story
Donor Segment	Online option	option to donate online
	Recency Level	the lapsed months since last donation (0-6, 7-12, etc) the amount of last donation (low, median, high, etc)

Figure 3: Han, Ryzhov, & Defourny (2013), *Efficient Learning of Donor Retention Strategies for the American Red Cross*

Confer (2016) explains that the main reason donor retention is critical is because doing so has been proven to be the most lucrative fundraising strategy for the non-profit sector. And right now, it is even more important because it has been shown that there are fewer “new donors” each year, making it that much more imperative to retain current donors (Confer, 2016). Retaining donor requires some key factors- loyalty, commitment, and trust- which are certainly influential in relationships between donors and the organization (Sargeant, 2008). This leads to the power of donor appreciation. No matter the reason or the amount of donation, non-profits should more often than not must display a sense of gratitude to those individuals making donations. Not doing

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so can be extremely detrimental to the organization (Allegiance Software, Inc., 2014). However, organizations should acquire and invest in donors who are more likely to stay for a long time. Furthermore, Longfield (2011) suggests investing in creative ways to improve donor retention, discovering the reasons for why donors leave, and, even, creating a database that will capture metrics and demographics to keep track of donors.

Donations that have a set group of supporters who contribute regularly will provide a non-profit organization with a strong financial foundation and a larger sense of community. It can be the most important resource to continue with the organization's mission. Non-profit organizations with a high donor retention rate have long-term supporters who come back year after year (Longfield, 2011). Whereas, non-profit organizations with a low donor retention rate need to continually acquire new donors to keep up. Successfully retaining donors is the most cost effective way to increase a non-profit's fundraising returns (Confer, 2016). Donations from recurring donors are much more reliable than contributions from new donors, as they could cost the organization a lot to receive in the first place (Allegiance Software, Inc., 2014).

According to Shattuck (2016), the Fundraising Effectiveness Project (FEP) has released the findings from the Donor Retention Supplement, and the figures (4-7) below summarize some of the key findings of the report. The 2016 Fundraising Effectiveness Survey Report is based on 9,922 responses from 2014–2015 from non-profit organizations all over the United States. These responses depict the participating organizations (9,922), with an average gross revenue of \$869,607, collectively raising \$8.628 billion from 8.27 million donors (Shattuck, 2016). In essence, these numbers show that donations have a major impact on the non-profit sector. How can organizations go about raising such dollars?

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Gains consist of gifts by new donors and recaptured lapsed donors and increases in gift amounts by upgraded donors. Losses means decreases in gift amounts by recurring donors and lost gifts from lapsed new and lapsed repeat donors. The net increase (or decrease) is the net of gains minus losses. Figure 4, from a national survey, shows a total net growth of donor giving, as well as the number of gifts by gain and loss (Shattuck, 2016). According to Shattuck (2016), an organization with gains of 65 percent and losses of 55 percent for a net of 10 percent, increasing gains by 10 percentage points, from 65 percent to 75 percent, would double the net growth from 10 percent to 20 percent. Reducing losses by 10 percentage points, from 55 percent to 45 percent, would also double the net from 10 percent to 20 percent. Additionally, a reduction of losses by 20 percentage points to 35 percent would triple the net to 30 percent. It usually costs less to retain and motivate an existing donor than to attract a new one. For most organizations, especially those that are sustaining losses or achieving only modest net gains in gifts and donors, taking positive steps to reduce gift and donor losses is the least expensive strategy for increasing net fundraising gains. (Shattuck, 2016).

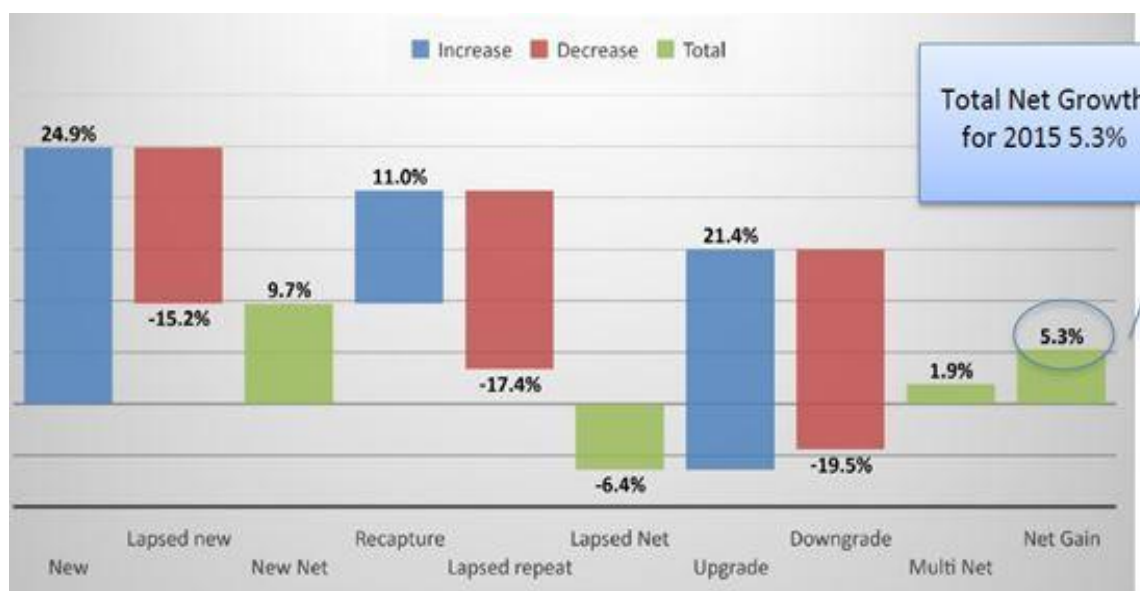


Figure 4: Shattuck (2016), *Fundraising Effectiveness Survey Report*

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In general, on average, 46 percent of donors made donations again to the same organization, while organizations needed to replace the remaining 54 percent by reactivating lapsed donors or acquiring new one. To be specific, “gains of \$4.695 billion in gifts were generated from new, upgraded current, and previously lapsed donors were offset by losses of \$4.264 billion through reduced gifts and lapsed donors”. This means that, while there was a \$431 million net gain-in-giving, every \$100 gained in 2015 was offset by \$91 in losses through slow decrease in gifts. Gains of 4.547 million in new and previously lapsed donors were offset by losses of 4.386 million in lapsed donors. This means that there was a growth of 161,000 donors, and every 100 donors gained in 2015 was offset by 96 lost donors through attrition. Figure 5 shows a total net growth of donors. (Shattuck, 2016)

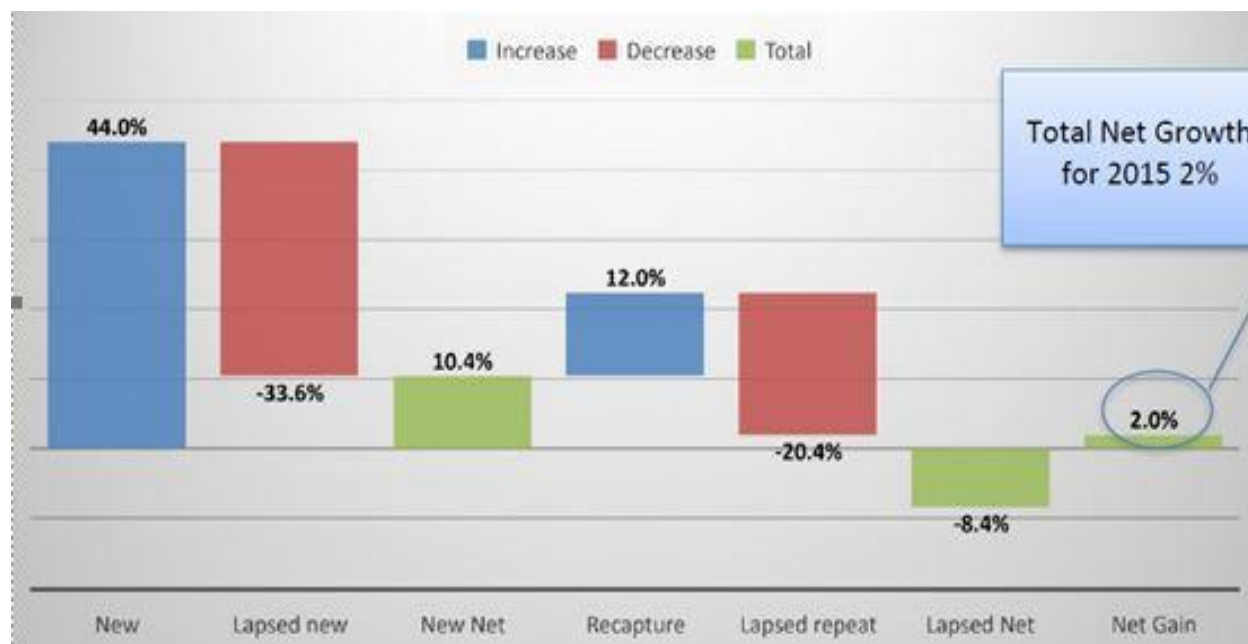


Figure 5: Shattuck (2016), *Fundraising Effectiveness Survey Report*

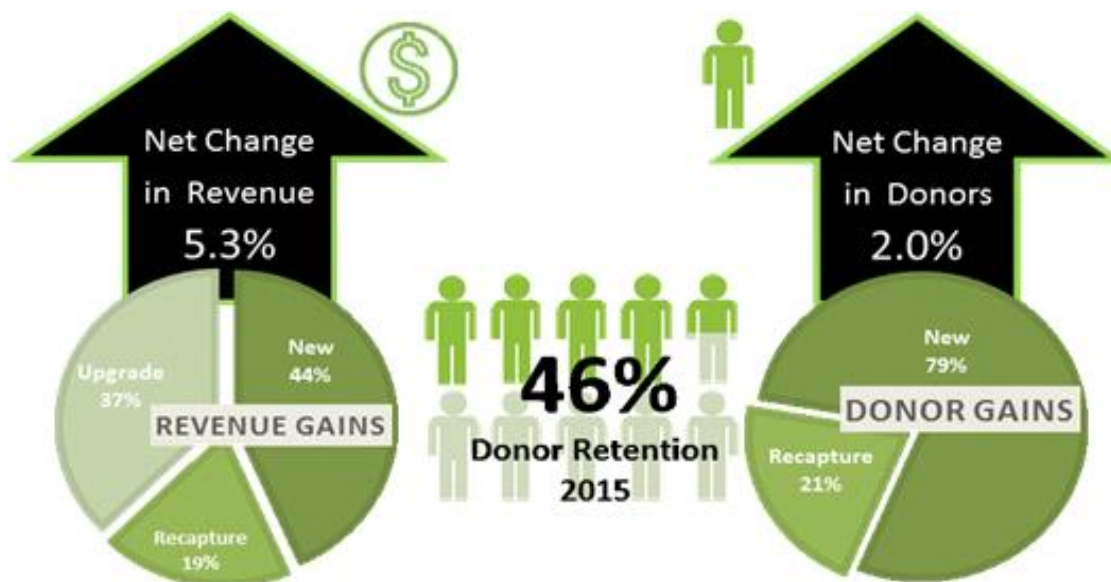


Figure 6: Shattuck (2016), *Fundraising Effectiveness Survey Report*

Therefore, in recent years, the fundraising world has turned its focus from acquisition to retention. With a static or shrinking donor pool, new donors are more difficult and expensive to attract than ever. And, if a new donor gives only once, then the organization is often left with a loss on an initial investment to gain that new donor. However, retaining donors is more likely to raise money for non-profit organizations, so the true benefit of acquiring a donor can only come when that donor is retained over the long term. (Longfield, 2011)

Furthermore, another important aspect to keep in mind is not how many donors organizations are retaining, but also what is the value of that retention. Only once the value is understood can an organization set aside expenses to maintaining and improving retention. According to the Shattuck (2016), the revenue generated by an increase of 1 percent in donor retention will help organizations decide on how much of the budget should be allocated towards increasing retention. It is important to note that the following calculations (the value of 1 percentage point is the total value of the donor retained for an organization, and then divided that

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by the percentage retained) in Figure 7 are an average, and may vary (Shattuck, 2016). this number can and should be calculated based on each organization.

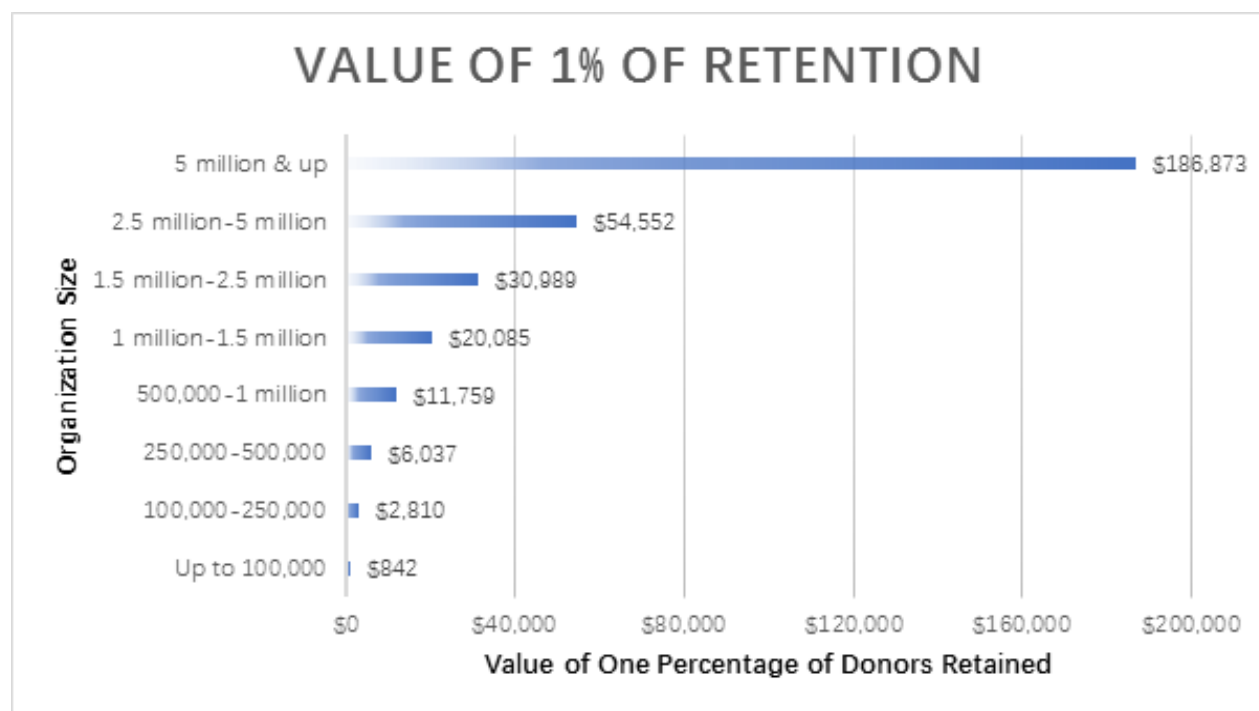


Figure 7: Shattuck, S. (2016) Fundraising Effectiveness Survey Report

For instance, if an organization retained 50 percent of its donors, and the revenue retained was \$500,000, then the relative value of a percentage point is \$10,000, or $50 \times (1\text{percent}) \times \$10,000 = \$500,000$. The average value of a percentage point of retention was calculated by the size of the organization in the chart above. Therefore, by this calculation concluded by from 2016 Fundraising Effectiveness Survey Report, one can not only calculate donor retention rate, but also quantify the value of this rate. It is more direct for non-profits to evaluate their donation facts and to find out the shortcomings of their donor situations. By using this formula, one would be able to make a better analysis, and therefore improve strategies on donor acquisition.

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Suggestions

Acquire donors who are more likely to stay for a reasonable time- It is quite easy in the world today, for systems to analyze organization's information to compare the acquisition sources and identify donors that are more likely to stay. Setting up a database for all YWCA donors would help determine the likelihood for a donor to stay long-term. For example, collecting the demographic of the YWCA's donors is crucial. It is suggested that one could then create data categories for different ages, genders, and income to analyze the various donors. This would allow the organization to know what demographic to pay more attention to acquire new donors (Longfield, 2011).

Learn the power of donor appreciation, saying thank you- No matter the reason, non-profits should always display a sense of gratitude to these individuals if they want to continue receiving donations, regardless of the amount (Allegiance Software, Inc., 2014). Not doing so can be extremely detrimental to the organization. For example, sending a prompt and meaningful thank you following each donation, allowing for restricted funds, and informing donors of how their gift was helpful is extremely beneficial. One of the reasons that supporters fall to the wayside is due to a lack of communication on the part of the charity itself. If there is no constant engagement with constituents, they can easily donate their money to organizations where they feel their financial gifts will be appreciated.

Maintain the quality of service offered to donors, the single biggest driver of loyalty in the fundraising context- Organizations should therefore take steps to measure the quality of services provided by their organization and take steps to improve on those areas where weaknesses are detected. It may also be helpful to measure the quality of services provided by other organizations that the donor supports, so that a comparison can be developed (Sargeant,

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2008). Donors who are used to a high quality of service elsewhere will tend to be dissatisfied with a mediocre standard of service provided by the focal organization.

Find what it is that causes donors to not give again- Organizations should think, through and ideally conduct their own primary research to understand why donors stop supporting their organization, or more specifically, from which aspects of the organization's operations (or fundraising) that individuals derive the most value. Value can then be engineered to reflect the motives behind donors' support.

Provide donors with ongoing cues, as to the organization's overall performance- Drip feeding relevant data, rather than merely providing annual accounts will improve donor perceptions of the non-profit and greatly facilitate loyalty (Sargeant, 2008). Communicating achievements of the organization should always be made to all donors, and where applicable, specific acknowledgements should be given to the individuals who made donations.

Seek to build donor commitment to a cause, by considering each of the determinants alluded to earlier- Clearly articulate the organization's values, make it clear to the donor the difference that their support is or has been making, and therefore the consequences if they withdraw. Foster trust between organizations and donors.

Chapter Three: Increasing Membership

Introduction

According to the YWCA's expectations, there are two specific objectives that should be achieved. One is to optimize the membership structure, and the other one is to increase the YWCA's membership. In this part, discussing how to increase membership will be the primary focus. Membership fees are one of the most important sources of revenue for the YWCA. While due to the limited human and financial resources, the YWCA is lacking optimal membership retention to satisfy their income. Although it is a non-profit organization, the problem should be viewed from a business perspective. The goal is to answer the two following questions: 1) How can the YWCA attract new members? 2) How can the YWCA increase member retention rate?

Literature Review

Knowing the importance of memberships, in regards to fitness centers, is the first step. This is due to gaining a better understanding of the factors that potential customers may consider when choosing a gym. More specifically, what are certain aspects customers look for when signing up for a gym membership. The following will give a general concept of how to increase membership numbers. The focus will be on ways to successfully increase membership sales, discover the appropriate way to provide customer service, and explore ways to create a successful health and fitness marketing plan. Through this, an understanding of how to target and market potential customers into new members will be explained. Membership fees are the most important part of a fitness center or a gym. Essentially, there are two ways to increase membership: to attract new clients and to increase gym member retention.

Attracting new customers is a reasonable method to increase the membership. Therefore, finding the organization's target customers will help to determine the right marketing plan

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(Thrive Hive, 2015). In order to launch this plan, organizations must advertise and highlight the best aspects of their services. It would be more effective to use traditional advertising methods, such as flyers, posters, and brochure, in culmination and simultaneously with new advertising method, such as through social media marketing (GymGroups, 2014). Another method of attracting new members is to provide free trial classes. However, it is important to understand how to convert free trial users into new members. Otherwise, the trial classes is a waste of time and resources. A way to reach these trial customers is through constant interaction and outpouring of resources and flyers to hand out (Macdonald, 2014).

Gym member retention is one of the primary concerns of most gym owners. Although 40 percent of club members who join let their membership expire within the first year (GymGroups, 2014), keeping old members is much easier and more cost-effective than acquiring new clients. Customer satisfaction is one of the highest motivators to boost gym membership retention (Lang, 2015). This satisfaction can be fulfilled through outstanding customer service. According to Tamsett (2014), “there is a direct link between gym membership retention and gym staff retention.” Therefore, knowing how to maintain gym staff is also important for increasing members.

Attracting new members and maintaining current members are the basic methods to increase revenue. Due to the YWCA’s limited resources, the main focus should be put towards maintaining current members, as it is easier and more cost-effective than acquiring new clients. Additionally, satisfied customers play a major role in running a business, especially in a non-profit organization that works towards creating a bond with the community.

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Suggestions

Based on the research, the suggestions will be divided into three parts. The first part is general suggestions for enriching the customer experience, which are applicable for both new and current customers. The second part is suggestions for acquiring new members. The third part is suggestions for maintaining current members.

1) Enrich Customer Experience

- Enrich Rest Area Service- Aside from the fitness room, rest areas are the most frequented areas that members will spend their time. Thus, having comfortable and functional rest spaces are important for gym members. In this area, the YWCA can provide comfortable chairs/seating, free health and energy drinks, fashion and fitness magazines, as well as the newspaper, etc. The point is to make customer feel comfortable.
- Set Kids Entertainment Area- With the YWCA's mission to reach out to women and families, creating a daycare facility for those who want to use the gym could drastically increase numbers. Oftentimes, families get so bogged down with their duties as being parents and not finding childcare, that they do not make time for the gym. The YWCA could offer "babysitting" services for the duration of customer's time at the gym; this could attract potential customers.
- Provide Shuttle Bus Service- In a city in which public transportation may not be the easiest thing to use, having the YWCA provide their own shuttle bus services or partner with the WRTA could be beneficial. For potential customers who live far away from the YWCA, the distance could be used as an excuse for them not to choose the YWCA. Setting some stops in residential areas and providing shuttle bus

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service for membership could potentially solve this problem. Shuttle bus services can be another way to increase the revenue. For example, for the YWCA's memberships, they can buy a shuttle bus service plan with membership discount.

- **Transfer Competition to Cooperation-** In the central Massachusetts area, there are more than 30 gyms and fitness centers which are showed in Google Maps. This meaning that competition is very strong. However, not these locations offer/provide the same services and facilities as that of the YWCA. Therefore, due to the YWCA's large spectrum of classes, facilities, and programs, they can market this as a way of differentiating them from the competition. For example, the YWCA can cooperate with New England Boxing Academy which have the boxing class, but do not have a pool. To be more specific, they can share the swimming class and boxing class.

2) Attract New Customers

- **Provide Free Trial Classes-** It is not easy for potential customers to make a decision when they know nothing about a gym. It is extremely beneficial for potential customers to fill out a form with their contact information on it when signing up for trial classes/membership. This would then give the trial classes/membership two functions. The first being that it is practical publicity, as the YWCA can follow up with them after their trial has ended, if they have not already signed up for a full membership. The second being that it helps give potential customers a better understanding of what an organization has to offer.
- **Cooperate with Other Organizations-** The YWCA can cooperate with other organizations, such as schools and companies. Although it is harder than just attracting one private customer, once this cooperation is built, the memberships

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would increase rapidly. In order to attract these organizations to sign a group contract, the YWCA can provide a group discount for these organizations. An example of a partnership would be one with Worcester's Department of Public Works

- Publicity- Publicity is a huge and important part for increasing YWCAs numbers.

This will be discussed in length in Chapter Five: Social Media Marketing.

3) Maintain Current Customers

- For current customers, because they are already familiar with YWCA, the organization needs to ensure that they will not be tempted to join another club or fitness facility. Additionally, if customers are leaving the organization, the following could be some potential reasons: they do not want to go the gym anymore, they found another suitable gym, or they found another gym with lower prices. That being said, it could be beneficial to offer current members discounts that increase year after year. For example: 1st year, 0percent discount; 2nd year, 5percent discount based on 1st year's price; 3rd year, 5percent discount based on 2nd year's price.

Chapter Four: Customer Experience and Satisfaction

Introduction

Many people think customer experience and satisfaction are the same thing. However, these two elements are completely different from each other. Customer experience is when a customer pays for solving their problem, and fulfilling their needs and desires. Customer experience is either good or bad. Customer satisfaction is a component of a good customer experience which measures the degree of “happiness”. The result of good customer experience and satisfaction is customer retention.

Literature Review

Customer experience is about fully knowing the customers so that one can create and deliver personalized experiences that will entice them to not only remain loyal to the organization, but to also recommend the organization to others. Word of mouth is the most valuable form of advertising (SAS Institute Inc., n.d.). Customer satisfaction plays a significant role in achieving and increasing customer loyalty, which is a key factor in customer retention and attracting new members. According to a survey conducted by Market Force Information, one in four members are dissatisfied with their health clubs. Dominic (2017) lists determinants of health club member satisfaction:

- 1) Overall value received for money paid
- 2) The quality of weightlifting equipment
- 3) The quality of racquetball courts
- 4) The instruction and overall workout quality in a fitness class
- 5) The instruction and overall workout quality in yoga sessions

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Customer experience is a critical differentiator in today's hyper-competitive, hyper-connected global marketplace. Good customer experience can increase revenue, boost brand name, improve customer loyalty, and lower costs by reducing customer churn. According to a study conducted by Arizona State University, satisfied customers tell 10 to 16 people about their good experience, whereas dissatisfied customers convey their experience to more than 28 people (Fritz, 2016).

According to the Harvard Business Review on two different revenue models- transactional and subscription- the major driver of future revenue is customer experience. Customers who have the best past experiences spend 140 percent more, compared to those who had the poorest experience. Members who gives the highest score are likely to remain a member for another six years, whereas a member who gives the lowest score will likely remain a member for a little over a year. (Kriss, 2014)



Figure 8: Kriss (2014), *The Value of Customer Experience, Quantified*

CUSTOMER EXPERIENCE DRIVES MEMBERSHIP

In a subscription-based business, membership is driven by good customer experience.

PREDICTED FUTURE MEMBERSHIP (YEARS)



SOURCE MEDALLIA ANALYSIS

HBR.ORG

Figure 8: Kriss (2014), *The Value of Customer Experience, Quantified*

Suggestions

1) Improve customer communication

- Effective communication is a key element to improve customer experience. Direct mail, phone calls, text messages, etc. are the fastest means of communication. In order to make the best impression, one must understand that customers do not like to wait to hear back from an organization if they have a question or request. The longer it takes to answer their inquiry, the more likely they will feel like quitting the organization. To help with this, online chat agents are becoming vastly popular. Customers like having a 24/7 representative to help them out whenever they need it.

2) Online experience

- Having an effective homepage is critical. Terrible websites frustrate customers. If a

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customer can find what he or she is searching for in one or two clicks, then the website is said to be a quality website. The homepage should be focused on both content and layout. Neither of these two things can be compromised. After one has succeeded in highlighting those two things, he/she needs to focus on how long the website will take to load. If it takes more than 3 seconds, it is likely to be left by the visitors. Furthermore, one needs to pay attention to online forms too. Filling out applicable online forms should be clear, concise, and understandable. To ensure that there is no confusion, there should be guided tips and directions through the page. Therefore, making online forms easier for customers to use is essential. An example of an effective website that serves as a potential mock-up for a new YWCA homepage is displayed below.

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Figure 10: Mock-up Website (designed by the group)

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3) Avoid taking customers for granted

- Whether customers are paying for the services or using them for free, the organization must give each person personal attention. Appreciation for joining their club, sending thank you notes, and welcoming them to club's events and gatherings, make them feel valued. All of this creates a personal connection between the customer and the organization. Another way to connect with customers is through rewarding them. Offering them occasional membership discounts, movie tickets, free YWCA merchandise, etc., will motivate them to stay loyal to the organization. If the organization likes its customers, then the customers will like the organization back.

4) Be data-driven

- Being data-driven helps an organization to get the right information to right place at right time. Data-centric culture enables organization to better understand the customer needs and services. The organization can analyze the data through their social media platforms, customer information, and surveys. There are various tools, such as Customer Relationship Management (CRM), Customer Lifecycle Management (CLM), and data tracking software, that can identify potential customers as well as manage the relationships with preexisting customers. Data can help in creating market strategies, meaningful engagement with customers, and decision making.

5) Training for staff

- Front-desk staff are the face of the organization. They are the first ones to interact with current and future customers. The front-end staff should be trained to greet

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everyone that walks in with a scripted, friendly, and welcoming message.

Additionally, it is important to keep detailed and quick notes about customers (which should all be online) that can be readily and easily accessible by the front desk personnel. That being said, recognizing all of current customers will help in creating a welcoming environment for them, not recognizing them makes them feel as though they are not appreciated. Likewise, personal trainer should be friendly to customers; he or she should be able to motivate their clients and notice their changes to make them feel comfortable and important.

6) Others:

- Listen to customer needs rather than selling services
- Always be in touch with customers even if they are no longer members
- Network through social media platforms
- Always come up with new programs and events

Chapter Five: Social Media Marketing

Introduction

Due to the importance and huge role that social media plays in for-profit and non-profit organizations, this will be the focus of this section. To discover the impact that social media has on non-profit organizations, various account of larger organizations and campaigns have been looked at. Specifically, the ALS Ice Bucket Challenge campaign is highlighted. While looking through these social media sites, theories of the digital age will be applied to make overall conclusions and suggestions. The questions below will drive the rest of this section:

- 1) Why has social media become so popular today?
- 2) What is the condition of social media usage in the current society?
- 3) How important is social media to businesses?
- 4) Why is social media important for non-profit organizations?

Literature Review

The research conducted looks at the Web 2.0, reports of social media usage, articles discussing the impact of social media on businesses and non-profit organizations, and the ALS Ice Bucket Challenge campaign. Looking at the Web 2.0 helps to uncover reasons behind social media becoming an indispensable part of people's lives. The statistical data of the social media usage is important for showing objective facts. The objective here is to look at literature to help figure out what role social media plays on organizations, and why it is so important. The data provided by the Pew Research Center shows that social media has already become an indispensable part of people's lives (Greenwood, Perrin, & Duggan, 2016). According to Stelzner (2016), social media also plays a large role in various businesses today.

In late 2004, Tim O'Reilly and Dale Dougherty popularized the term "Web 2.0". Web

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2.0 expanded on the World Wide Web through focusing on interoperability, user-generated content and growth of social media. Different from the Web 1.0, where users were limited to the passive viewing of content, internet users in Web 2.0 have opportunities to interact with each other and create content. Web 2.0 represents an important shift in the way digital information is created, shared, stored, distributed, and manipulated (Wolcott, 2007).

In the new generation of the Web, social media fits neatly under the whole Web 2.0 evolution in that it centers around easy-to-use platforms that allow users to generate content (Andrew, 2011). In the past decade, social media websites such as Facebook, Twitter, Instagram, and YouTube evolved so drastically, that they became an indispensable part of an individual's life. According to the 2016 Pew Research Center Report, nearly 8 in 10 online Americans are using social media with 79 percent on Facebook, 24 percent on Twitter, 31 percent on Pinterest, 32 percent on Instagram, and 29 percent on LinkedIn (Greenwood, Perrin, & Duggan, 2016).

The large amount of social media users across the globe make social media platform a very useful tool for businesses. In today's society, organizations are transitioning from traditional PR and marketing strategies to new ways, which take full advantage of social media. According to the 2016 Social Media Marketing Industry Report, a significant 90 percent of marketers said that social media was important for their businesses (Stelzner, 2016). A quick look at the numbers show why increasing use of social media networks have become important for business success. All large companies have their social media pages on different sites, most, if not all, have specific departments and staff to continually run these platforms. Social media offers organizations a cost-effective and widespread platform to market and promote their services/goods.

For instance, with Facebook, a company would have the ability to receive feedbacks from

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their customers directly. They can take these feedbacks and customer experience and adjust their products and services accordingly. In fact, data from Facebook pages can help organizations understand behaviors and needs of their customers, as well as help in enriching client relationships to retain customers and bring in potential customers.

To better analyze the impacts of social media on businesses in a more academic way, Kietzmann, Hermkens, McCarthy, & Silvestre (2011) provides a framework (See Figure 11). This framework examines the impact of Web 2.0 tools by categorizing them between seven functional building blocks- identity, conversations, sharing, presence, relationships, reputation, and groups- and seven functionalities on business capabilities (Kietzmann et al., 2011).

Seven Functional building blocks		Impact of the Functionality on Capabilities
Identity	The extent to which users reveal themselves	The company's ability to control data privacy and offer tools for personal branding and self-promotion
Conversations	The extent to which users use the tool to communicate with each other	The company's ability to monitor conversations and to identify adequate moments for starting conversations
Sharing	The extent to which users exchange, distribute, and receive content	The company's ability to manage content and identify the objects having viral potential
Presence	The extent to which users are aware of the presence of one another	The company's ability to create and manage the context by analyzing user availability and location
Relationship	The extent to which users relate to one another	The company's ability to manage network relations by identifying strength of relations and interaction patterns
Reputation	The extent to which users are aware of the social standing of other users	The company's ability to identify metrics that monitor the strength of sentiment of others and the reach
Groups	The extent to which users form communities	The challenge is to identify membership rules and protocols for being part of the group

Figure 11: Kietzmann et al., (2011), *Social Media? Get Serious! Understanding the Functional Building Blocks of Social Media*

For non-profit organizations, social media could be extremely powerful. Take the ALS Ice Bucket Challenge campaign for example. This campaign belongs to the non-profit organization ALS Association. In the summer of 2014, it created the largest social media phenomenon, the Ice Bucket Challenge. The result of the campaign was incredible: “As of Wednesday, August 20 [2014], The ALS Association has received \$31.5 million in donations

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compared to \$1.9 million during the same time period last year (July 29 to August 20). These donations have come from existing donors and 637,527 new donors to the association” (ALS Association, 2014). According to Dr. Lucie Bruijn, Chief Scientist at the ALS Association, “The ALS Ice Bucket Challenge enabled The ALS Association to invest in Project MinE’s work to create large biorepositories of ALS biosamples that are designed to allow exactly this kind of research and to produce exactly this kind of result” (Fawzy, 2016). The ALS Association successfully pushed their work forward by taking advantage of social media. The Ice Bucket Challenge has shown that with social media tools like Facebook and Twitter, it is possible to reach millions of people while, in this case, also teaching them about health-related matters that were once obscure (Tufts University: School of Medicine, 2014). Thus, the Ice Bucket Challenge campaign showed how important social media can be for non-profit organizations.

Furthermore, social media is a cost-effective option for non-profit organizations to market themselves without needing a drastic amount of funding. An updated study showed that even today, 89 percent of charitable organizations are using some form of social media in their marketing. This includes the use of blogging, podcasting, message boards, social networking, video blogging, and wikis. Social media provides a central place for non-profit organizations to collaborate and connect. As previously mentioned, social media platforms help non-profits gain feedback from constituents and stakeholders in the organization. (Lake, 2016)

Suggestions

- 1) Facebook: Keep using the YWCA account
 - The current YWCA account does not have a lot of communication with its followers and their members on the site is fairly low. What could be done is to try to expand the impact of the account. Specifically, the YWCA could ‘follow’ the latest news, hot

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topics, big events and festivals. It could be helpful to retweet/post and comment on posts related to the YWCA's mission. For example, retweet news about Women's day, Women's March etc.

- Make sure to reply to comments on posts in a timely fashion. When replying, try to create real conversations, without using vague and insincere comments.

2) Instagram: Create an account

- Take advantage of the bright orange color of the YWCA logo- display this frequently in posts, as well as reference the account often so that followers can easily get more information. This is because it can make the entire account more attractive, impressive, and unforgettable, and, therefore help strengthen the brand awareness.
- Post pictures of events and activities as they are being held.
- The account could post various pictures and topics related to the YWCA's mission. For example, pictures that introduce the women leaders, female revolutions, healthy tips etc. Also, the account could use pictures of the YWCA location and facilities to highlight various stories, history, and culture of the organization.
- Use hashtags in every posts and add the location of the event in posts to ensure that followers- customers, donors, and stakeholders- are often in the loop.

3) Twitter: Keep using the YWCA as is right now.

4) YouTube: Start a channel

- With more time and resources, building up a YouTube Channel could be beneficial. The videos do not need to be very long or highly professional. Additionally, the clips can be about anything associated with the YWCA, such as short interviews of various employees, recording fitness activities and classes, stories about women activists, etc.

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- The organization could also make a series of quick videos around one theme. For example, finding 50 successful women in Worcester to tell their story or recording the process of a young child learning how to swim.

5) For all social media platforms, certain points need to be paid careful attention to.

- Ensure your posts are being viewed as much as possible. This is the fastest way to increase ‘follower’ numbers. In some situations, participants could be tagged in the event photos, usage of hashtags can easily be a way to promote pages.
- Provide special promotions or deals to members and participants who share their experience with the YWCA on their own social media pages. For example, the YWCA could offer a free class, free day pass, etc.
- The social media accounts must be constantly active with personalized posts. Each post should express feelings and deliver thoughts about the YWCA’s mission and goals. If the YWCA has the same content on all pages, then it may get boring causing followers to unfollow such accounts.
- Build emotional relationships with people. This will increase the brand name of the YWCA, reaching a wide pool of customers.
- Be aware of current trends from data gained through social media, such as age and gender. Knowing customer demographics and activity within the social media accounts will give a better understanding into how to create a more well-rounded social media marketing plan.

In order to make all of these suggestions come to life, it is recommended looking at ways to hire an intern to be in charge of the social media platforms. The luxury of having a location in Worcester is that there are an abundance of colleges and universities, as well as high schools.

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Many schools, Clark included, offer many ways in which students can participate in an internship for course credit, which is certainly an incentive for students. Additionally, there are various high schools which help endorse internships, specifically vocational schools from which students are placed into organizations for part of their school day so that they can gain practical experience. It is acknowledged that the YWCA lacks the funds and resources to fully implement a social media marketing campaign. That being said, relying on a constant flow of interns to help with this would not only give them “free” help, but most students have the most up-to-date knowledge on how social media is best used.

Chapter Six: Membership Fee Structure

Introduction

The depth of the services, programs, and support that the YWCA offers is immense. However, a large part of their organization is the Wellness and Health Equity Department, which brings in a decent amount of money, though there is always room for improvement and always room for growth. This section of the YWCA consists of a state of the art workout/weight room, a swimming pool, fitness classes, personal training, and much more. In order to take advantage of these services and amenities, customers need to be a member. Becoming a member is vital to the importance and success of this department within the YWCA, therefore managing these relationships, creating new ones, and improving the structure, is important when thinking about all of the competition that exists.

Literature Review

Although the YWCA is much more than their fitness center, focusing the research and suggestions strictly on this department is the intention. The “fitness boom” started as early as the 1970’s when more and more fitness centers and clubs were being built, and more members were recruited. In 1968, only 350 commercial fitness centers existed across the nation (Stern, 2011). Eight years later in 1976, between 2,000 and 2,500 clubs were sprawled out across the U.S. Recently, in 2000, numbers showed that there were over 15,000 clubs. Membership in these commercial facilities grew from 1.2 million in 1972 to 15.8 million in 1999 (Stern, 2011). Thus, showing that the competition for Health and Wellness centers has grown drastically from the 1970’s to 2000’s and even more so since then. However, the clear difference between fitness clubs and the YWCA, is that the YWCA is a non-profit organization, and most clubs are for-profit. Therefore, committing themselves (the YWCA) to accessibility to all people, regardless of

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their financial hardships, is where they stand out from traditional fitness clubs. The YWCA wants to demonstrate their mission, of “eliminating racism, empowering women, and promoting peace, justice and freedom and dignity to all,” while also promoting its programs, including fitness. Framing fitness in terms of real community health issues is how the YWCA will see its members continue to stay at the organization and also see an increase in membership numbers.

Fee Structure Styles

Knowing the competition and how to reach them is important, however, the next step is deciding how this membership fee structure should be assembled. Because of the nature of the business and the community of Worcester, it is extremely unrealistic to make membership packages meet the needs of every one of the target customers. Even within segmented groups, interests and needs will always vary. Therefore, there is a need to balance the price and the perception of value, while leaving room for purchasing add-on amenities (i.e. fitness classes) to account for these discrepancies. It is important, however, to start with a simplistic structure and use the lower end of the range for pricing to ensure the most number of people in the area are captured (Holt, Schultz & Berkowitz, 2016). This then gives the organization the ability to increase prices and adjust membership fees accordingly.

In terms of the YWCA, it is important to consider a simplistic structure. Simplicity over complexity always wins (Bishop, 2010). Additionally, with the need to please the community and the YWCA being a family friendly and non-profit organization, it is important to consider what the fairest way of charging customers might be: a sliding fee scale. What this does is base the fee in which an individual pays according to their income and the number of people in their household (Holt, Schultz & Berkowitz, 2016). For example, a single adult who has an annual income of \$35,000 might be on the higher end of the scale with a higher membership rate,

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whereas a family of four with a \$35,000 income would be on the much lower end of the scale and could pay a lower fee. Once the high and low ends of the scale are fixed, it is fairly easy to fill in the rest and come up with the in-betweens (Holt, Schultz & Berkowitz, 2016).

In addition to the sliding fee scale, there is a price for value model, where a member will pay more or less depending on the amount of services they are receiving (Bishop, 2010). It is best to think of this in terms of a tiered membership, where the lowest costing membership would get the basic amenities of the facility. The next step above this, which would cost slightly more, would give access to those services and more. It would go on and on like this, adding on amenities as the customer goes up the tiered structure. With these two options being the average way to structure membership fees, the next step would be to look at other gym memberships. The best way to determine a starting price for customers is to research and investigate what similar services cost at the competition's clubs in the community (Bishop, 2010).

Analysis of Competitors Membership Structures

With the abundance of fitness clubs across the states, Worcester, specifically, has a drastic number of competitors, in regards to the YWCA. For the purpose of this comparison, the YMCA of Worcester, Worcester Fitness, X Core Fitness Boot Camp, and Boost Fitness membership fee structures have all been compared (See Appendix J for the breakdown of competitor's fee structures). Due to the similarities in facilities, the YMCA is a great organization for the first comparison analysis. Though there are varying levels of the YMCA membership, there are not as many as that of the current YWCA fee structure. It has an initial joining fee which depends on which branch, however, the Worcester's branch is fifty dollars. It then details what the monthly fee would be for a teen, young adult, adult, family, senior, and senior couple. Therefore, when joining the YMCA, the customer must pay the initial fifty dollars

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joining fee and then the fee of whatever age bracket they fit into. This membership fee then gives them access to all of their facilities and classes being offered. However, the thing that makes them stand out from most competitors, is their Access Pricing Program, also known as a sliding fee scale. This program is setup to specifically help those that cannot afford a gym membership. The customer would have to fill out a form which asks for the household income. Based on the income, age, and number of family members, they could be eligible for a discounted membership. For example, as a young adult, the regular membership would cost an individual \$45.50 a month plus the joining fee. If that young adult is making \$0-\$54,600 as an annual income, then he/she would only have to pay \$27.30, almost half the price of the full membership. The YMCA has realized that in order to keep up their wellness facilities while also keeping in mind their mission, “they need to be able to justify fees in relation to local income levels” (Stern, 2011).

Due to the similar nature of the YWCA and the YMCA, it is important to look at their fee structure and evaluate the differences. Because the YWCA wants to create a space that is open to everyone, no matter a person’s socioeconomic status, adopting the Access Pricing Program might be in their best interest. It allows those who have the funds to pay a certain fee they can comfortably afford while also giving those that do not make as much money an opportunity to also afford to use their facilities. Though the YMCA does not break down their membership into different facility memberships like the YWCA currently does, it is still making all of their facilities affordable and fee structure not as complex.

Similar, but still slightly different, to the current membership structure of the YWCA, Worcester Fitness outlines their membership fee structure to include more amenities as the customer pays more. This gym has three types of membership, Fitness Access, Full Access, and

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Young Adult, which is a price for value model. The fitness access and young adult membership include select classes and programs while the full access includes all classes, small groups, and personal training. This gym gives the option of benefiting from all of their amenities or just certain ones for a lower amount. It also takes into consideration young adults who may not have enough money to pay for a full membership by offering them a discounted option. It seems as though this gym attracts a large younger population due to the facility features, therefore, the gym is keeping in mind their demographic by offering this membership choice.

A gym that has a big, more complex fee structure than the last, is X Core Fitness Boot Camp. Their structure is defined by age group, family, or couple, while also offering a college student discount. Additionally, if the customer pays for 12 months at the beginning, they are getting a much better deal than just paying for 6 months. It has varying levels to their structure, but it is simple enough to follow in one spreadsheet. It offers discounts on various levels, whether a family, young adult, or senior. This gym knows how to target certain age groups to make them want to join their club. Lastly, Boost Fitness has two basic memberships, similar to that of Worcester Fitness. Boost has a basic, premium, and +Guest membership. Each of which gains more special privileges as the customer pays more.

Suggestions

Learning from all of these competing gym membership fee structures, they are all straightforward, simple enough to put on one spreadsheet, and no need for an explanation. Though there is an understanding for the complexity of the current YWCA's fee structure, it makes it hard to follow, impossible to make it public online, and might deter people from choosing their facilities. With the world turning to technology and information online, it is important to have the fee structure, hours, etc. online for people to look at and compare with

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other facilities and clubs. If they cannot find the organizations fees and membership costs online, then they will bypass the webpage and not look twice. Likewise, if they do however find the costs and cannot understand it, or have to open various pages to find the right membership, they might get discouraged. Therefore, a few suggestions on how this could be better laid out is presented below.

It is important to still create a tiered membership, like the YWCA already has, but it needs to be a bit more concise and easy to understand. Similar to that of Boost Fitness and Worcester Fitness, a better way to retain customers is by letting them expand their membership- the more they pay, the more amenities they can use. For example, the YWCA could have a gold membership, for those more affluent, a silver, and bronze. It might also be important to think about having either concessionary rates or adopting the Access Pricing Program/ the YMCA's pricing model, like mentioned above. They utilize both a price for value and a sliding fee scale model. They acknowledge, that a large organization like themselves with their mission, needs to have more than just one option. The current YWCA fee structure has also acknowledged this and tried to do the same thing, but has ended up making it more complex than helpful. When a fee structures is too complicated to put on a website, then there is something wrong with the way in which it is structured. Additionally, there should not be more than one or two documents to present to potential customers when showing them the various prices. Creating a structure where the fitness center is accessible to a significant segment of the community is key (Stern, 2011).

Though the YWCA does a good job with structuring their membership type by amenities offered, the way in which it is presented is where there is a lot of confusion. Additionally, though they offer discounts for those in the military, for certain insurance companies, and packaged deals for families, they do not explicitly have a sliding fee scale. It is extremely important to

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have incentives for people to want to join the organization's facilities, like the discount for those in the military and insurance offerings, but being able to market the structure to the wider community is also important. The recommended solution is to create this scale, in terms of household size and income, in addition to reworking the layout of the current structure for all other memberships.

Keeping the discounts already offered are important, as are allowing customers to choose the way in which they want to pay for their membership (i.e. month to month, year contract, or monthly payments with the annual agreement). Giving customers options is important and necessary for recruiting new members. The suggested structure is depicted in Figure 12. As one can see, the pricing is still approximately the same for certain memberships, but the various membership documents have all been condensed into one clean table. However, there will still need to be supplemental documents for those who receive discounts through their health care provider (i.e. tufts) and the youth memberships (though this could also be included in the table to condense even more). But with these format changes, one can easily present it to customers without having to explain all of the different options and it will be much easier to present online. As stated above, with the amount of competition that athletic facilities have, it is important that future/potential customers can find all of this information online when comparing clubs.

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Level	Monthly Fee (With Annual Agreement)	Annual PIF Fee	Monthly (No Annual Agreement)
Bronze: <ul style="list-style-type: none"> ● Access to fitness center ● Receive 3 Orientations in first year of membership ● Free Personal Training session in each subsequent year ● Steam room ● Special pricing on personal training, Learn-to-swim, private swim, and specialty fitness classes 	Student/Senior: \$30 Individual: \$35 Family of 4: \$60 Senior Household: \$50	Student/Senior: \$340 Individual: \$400 Family of 4: \$685 Senior Household: \$570	Student/Senior: \$40 Individual: \$45 Family of 4: \$70 Senior Household: \$60
Silver: In addition to Bronze, members also have access to: <ul style="list-style-type: none"> ● Full schedule of drop-in classes offered 	Student/Senior: \$35 Individual: \$45 Family of 4: \$70 Senior Household: \$65	Student/Senior: \$400 Individual: \$510 Family of 4: \$800 Senior Household: \$740	Student/Senior: \$45 Individual: \$55 Family of 4: 870 Senior Household: \$75
Gold: In addition to Bronze and Silver, members have access to: <ul style="list-style-type: none"> ● Indoor, heated swimming pool. ● Drop-in pool activities 	Student/Senior: \$40 Individual: \$50 Family of 4: \$85 Senior Household: \$70	Student/Senior: \$455 Individual: \$570 Family of 4: \$970 Senior Household: \$800	Student/Senior: \$50 Individual: \$60 Family of 4: \$75 Senior Household: \$80

Figure 12: Membership Fee Structure (designed by the group)

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Conclusion

Proposed is an optimal learning framework for the YWCA: Revenue Stream, Donor Retention, Increasing Memberships, Customer Experience, Social Media Marketing, and Member Fee Structure. All of the provided suggestions are certainly intertwined with each other. First and foremost, one of the most important goals for organizations is to improve revenue annually. Not only is it important to pay close attention to the strategic planning, but also improving governance and board oversight is just as beneficial. Moreover, networking is also crucial in non-profit organizations. For example, the YWCA Metropolitan Chicago formed strategic partnerships to connect businesses to their constituents, to better use their donor relationships, and to increase awareness of their mission and values.

The second chapter of the paper focused on donor retention. Donation is one of the most significant ways in increasing revenue for the YWCA. One of the most effective ways to support their goal of funding is by raising the donor retention rate. The fundraising world has turned its focus from acquisition to retention, because the cost of campaigning to new donors is much higher. So, the YWCA must pay more attention to this aspect of revenue, acquiring donors who are more likely to donate in the long term. Only with increasing revenue can the YWCA fulfill their mission. One of the crucial goals is to provide a gym and pool access for the community, so finding ways in which they can attract more customers to their health and wellness program is key.

In the third section, we researched to find out ways of increasing membership. It is essential for the YWCA to enhance their customer service. For example, in order to attract potential customers, the YWCA could enrich rest service area, set up entertainment for kids, provide transportation, and seek more cooperation with other clubs. On the other hand, providing

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free trial classes, offering promotion to maintain old customers, and putting in more effort on publicity are some ways to retain customers. By increasing customer experience and satisfaction, the organization will likely see an increase in customer retention, as well as attract new members. On a related note, in the fourth chapter, we expanded the topic of customer experience and discussed the importance of it. Additionally, we provided several suggestions for good customer experience- increase customer communication; improve online experience; avoid taking customers for granted; be data-driven; and always keep up to date with training the staff.

In the fifth section, we explained how many organizations have used social media marketing in order to show the impact it has on not only increasing brand awareness, but also on relationships with members. Based on a social media marketing plan, the YWCA should be proactive and up to date with Facebook, Instagram, Twitter, etc. to express feelings and deliver thoughts about the YWCA's mission. Additionally, the YWCA could potentially be aware of current trends from the data gained through social media. That being said, with limited resources, the organization should undoubtedly and constantly invest in interns so that they can manage these social media accounts.

Finally, in chapter six, we considered ways in which the membership fee structure can be simplified. Having a solid membership fee structure is a key element in not only increasing revenue, but also in attracting potential customers to one's fitness center. First, evaluating and amending the existing fee structure to make it more concise and easy to understand is the first step. Figuring out what type of fee structure attracts customers and to retain members in order to rework the layout of the current structure is a very effective way from a business perspective. Based on the framework that our group designed, giving the customers options is important and necessary for recruiting new members. As mentioned earlier, this paper is mostly a framework

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and guide for the YWCA to use and to teach their staff to think outside of the box, even with limited resources. Naturally, we have recommended some ways which the organization can directly implement or use to conduct more research into how to implement such suggestions.

Lessons Learned

The most important lesson we learned in this Capstone Project is the power of teamwork. We divided up the responsibilities and tasks into several parts to make it easier on each of us. These responsibilities and tasks were assigned to each other based on the different skills and abilities each one possesses. We strategically divided up the work this way to take advantage of each of our strengths as well as to make the most of the time we had. We believe that we all made some sacrifices for the progress of this project. Additionally, the group learned the significance of sharing. What we mean by this is sharing our ideas, as well as our strengths and weaknesses made it easier to accept each other's views and opinions. This also allowed us to listen to each other, which helped expand our perspectives and think outside the box. Moreover, our group made it our mission to constantly support and guide each other through the project and semester. This meant that if someone was struggling with their part, all of us stepped up and were willing to help. Lastly, the progress and results of this project reflects on the way our group overcame obstacles. No matter the difficulty of the challenge we faced, our group refused to give up and continued to our work for a successful completion of the project.

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Appendix A: Questions for Client

Questions for the YWCA

1. What's their goal for the program?
 - a. For us? – what they're hoping to get out of this
 - b. Specifics
 - c. Expectations
2. What goal is most important to focus on given the time restrictions?
 - a. Reasonable goals
3. Where do you get your funding from?
 - a. What is your budget?
 - b. Revenue data to give us from the last year?
4. Do you have a public relations department? Or an employee?
 - a. How much do you use social media?
 - b. How do you promote yourselves?
 - c. What is most successful?
5. What are your partnerships and connections?
 - a. YMCA?
 - i. Are they a competitor?
 - b. Collaboration with other YWCAs?
 - c. Insurance companies?
6. Who are your competitors?
7. How does the health and wellness center work generally speaking?
 - a. Athletic club teams? (i.e. swim team)
 - b. What programs are successful and not successful?
8. General questions
 - a. Strictly women enrollment?
 - b. Membership rate?
 - c. Quality of programs and retention rate?
 - d. What's their demographic?

Appendix A: Project Charter

CLARK UNIVERSITY



**CHALLENGE CONVENTION.
CHANGE OUR WORLD.**

School of Professional Studies

Project Charter:

YWCA Central Massachusetts

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Glossary of Terms in a Project Charter

This glossary defines key terms used in this document. Although some of the terms will have slightly different definitions outside of this project, this glossary defines the meaning within this initiative.

Assumption – An item taken to be factual even though that fact has not been confirmed. Wherever possible the accuracy of assumptions is validated during the project

Constraint – An unchangeable condition that impacts the project.

Contingency – An activity, budget or time period that is held in reserve in order to minimize the impact that a risk has on the project if that risk is realized

Major Stakeholder – One of the key interested parties and decision makers in the project.

Mitigation – An activity that is undertaken to minimize the impact and /or the likelihood of occurrence of an adverse risk or to maximize the impact and /or the likelihood of occurrence of a positive risk

Project Charter – This document. The document that authorizes the project and sets out the framework for what is to be done and how it is to be managed.

Project Manager – The person responsible for the management of the execution of all work items.

Required End State – The definition of what constitutes a completed project.

Risk – An uncertainty that may impact the project in either a positive or negative manner if it occurs.

Scope – The sum of the changes to be made in order to achieve the Required End State.

Steering Committee – The group of people responsible for making major decisions on the project.

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1 Project Overview

1.1 Introduction

The YWCA is a large organization working towards eliminating racism, empowering women, and promoting peace, justice and freedom and dignity for all. The YWCA Central Massachusetts, located in downtown Worcester, needs help focusing their efforts on membership and outreach. The project that we are working on will be to focus on their membership fee structure as well as enrollment of new and old members. Our goal is to suggest recommendations which YWCA can potentially implement. These suggestions are immediate implementations that will be executed throughout the next year until the impending renovations start.

1.2 Major Stakeholders

YWCA Employees	Patty Flanagan Linda Cavaoli
School of Professional Studies Advisor	Mary Piecewicz
Capstone Team Members	Dayna Ankermann Manjushree Burdekar Priyanka Joshi Ying Song YuMeng Chen Xing Xie

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1.3 *Document Purpose*

- The desired end state
- The project scope
- Assumptions, constraints and risks
- Communications and structure.
- Roles and responsibilities

2 **Project End State and Scope**

2.1 *Required End State*

- Increase membership enrollment
- Increase the number of followers of YWCA’s social media – Facebook & Twitter
- Explore social media marketing
- Suggest new social media platforms
- Search engine optimization
- Streamline and standardize fee structure
- Increasing brand awareness

2.2 *Project Scope*

Work Area	In Scope	Out of Scope
	Analyze fee structure	Budget Analysis
	Social media marketing	Creating new social media platforms
	Create mockup homepage	Creating a new website
	Identify potential clients	Organize full marketing ad campaign

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2.2.1 Change Management

What is written in this charter is what is agreed upon by all parties associated with the project. Should there be anything that needs to be changed surrounding the scope of the project, then it should follow the below guidelines:

The change management process will:

- Provide an overview of the requested change
- Provide an explanation of the reason for the request
- Include an analysis of the impact of the change (time, cost, and other)
- Include a recommendation to the major stakeholders for the course of action that should be taken

However, due to time constraints and the limited resources, all changes will be taken into consideration but are not guaranteed.

3 Assumptions

- Staff of the YWCA, mainly Patty Flanagan, are committed and will work closely with us.
- Our advisor, Mary Piecewicz, might provide excellent enlightenments to this project.
- Team members will cooperate and work well with each other.
- Project timeline will go according to plan.
- That the YWCA will consider our recommendations and solutions and will incorporate them into their plans for the next year.

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4 Constraints

- The YWCA has limited resources to conduct advertising.
 - There are budget constraints and only a small marketing department.
- The YWCA has limited activity, and is not active on some social media sites.
 - They have limited resources and personnel to fully utilize all social media sites.
- Our team has a limited timeline.
- There may be too many competitors around the area.
- The fee structure cannot be changed due to preexisting members and authorizations.
- We do not have access to the YWCA's database.

5 Risks

- We will not deliver what is expected of the project.
- We will not deliver the project on time.
- Unable to communicate with YWCA staff and personnel immediately.
- Our recommendations and solutions may be too large and intensive for the YWCA to afford or administer.
- YWCA and Clark have conflict standards and varying expectations for our team.

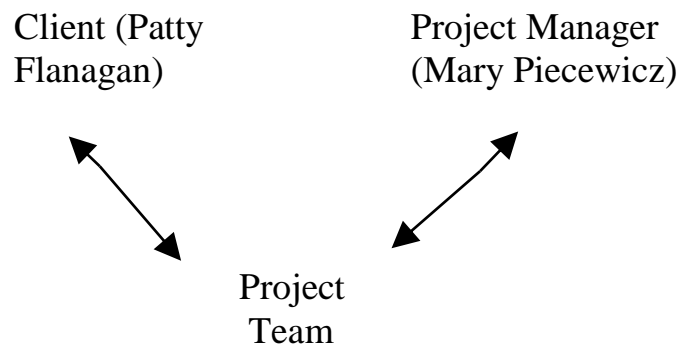
6 Communication Strategy

- Client meeting
 - Via email at least once a week
 - Via face-to-face meeting if necessary
- Team meetings
 - Via face-to-face once or more a week

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- Via constant communication using Messenger, email, and google drive
- Advisor meeting
 - Via face-to-face at least once a week
 - Via email if necessary

7 Project Structure



8 Steering Committee and Stakeholder Commitments

8.1 Stakeholder Commitments

- Respond to e-mail correspondences in a timely fashion
- Distribute requested information that is available to the public
- Follow change management guidelines as stated above
- Allow team to come to the facility if necessary

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9 Roles & Responsibilities/RASCI Chart

	Roles / Responsibilities					XX
	DA	MB	Y C	PJ	YS	
Project charter including end state and scope	X					
Project management and control					X	
Project communication		X				
Project planning				X		
Resource allocation						X
Problem identification and analysis			X			
Problem resolution		X				

10 Measures of Success

Project Performance Dimensions by Project Success Factor	
Project Outcomes	Measure of Success
Agreements	Meeting schedule expectations Finishing project on time Meeting project expectations
Customer Success	Customer satisfaction Addressing customer needs
YWCA's Future	Increasing new members Increasing activity on social media Tapping into new potential clients Updating fee structure Optimizing current website
Project Teams	Team members experience personal growth Highly satisfied and motivated team Team highly loyal to project

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11 Stakeholder Sign-off

(Attached is the email Patty sent in place of a signature; we have made the following changes she requested)

RE: Capstone Project



pflanagan@ywcaworcester.org <pflanagan@ywcacentralmass.org>

Wed 3/1, 2:33 PM

Burdekar, Manjushree; Song, Ying; Ankermann, Dayna; Xie, Xing; Chen, Yumeng; Joshi, Priyanka ✕

Inbox

You replied on 3/3/2017 1:36 PM.



Action Items

Thank you all for the draft Charter. I would like to request modifications within the Constraints section, as follows:

1. The YWCA has limited resources to conduct advertising.
 - There are budget constraints and only a small marketing department
- The YWCA has limited activity, and is not active on some social media sites
 - They have limited resources and personnel to fully utilize all social media sites

Please let me know your thoughts.

Patty Flanagan

Director of Wellness and Health Equity

YWCA Central Massachusetts

1 Salem Square

Worcester, MA 01608

T: 508-791-3181 Ext. 3021

F: 508-754-0496

E: pflanagan@ywcacentralmass.org



eliminating racism
empowering women
ywca
Central Massachusetts

Appendix B: RACI Matrix 1

ROLES AND RESPONSIBILITIES MATRIX (RACI)									
Project / Department	Increase Membership, and analyze and improve the fee structure for YWCA through the Capstone Project (School of Professional Studies)	Date Updated	2/23/2017						
Phase / Procedure	Phase 1-2	Prepared by	Dayna Ankermann, Manjushree Burdekar, Priyanka Joshi, Xing Xie, Ying Song, Yumeng Chen						
Status (Choose one)	In Progress	Approved by	Professor Mary Piecewicz						
WBS Code	TASKS / DELIVERABLES	Dayna Ankermann	Manjushree Burdekar	Priyanka Joshi	Xing Xie	Ying Song	Yumeng Chen	Mary Piecewicz	Patty Flanagan
1	List of questions for the client	R	A	A	A	A	A	I:C	I:C
2	Project Charter	A	R	A	A	A	A	I:C	I:C
3	Pre-assessment Report	A	A	R	A	A	A	I:C	I:C
4	Monthly Status Report	A	A	A	R	A	A	I:C	I:C
5	RACI Matrix	A	A	A	A	R	A	I:C	I:C
6	Research the current fee structure	A	R	A	A	A	A	I:C	I:C
7	Research other organizations' membership fee structure	A	A	A	A	R	A	I:C	I:C
8	Research into organizations in Worcester as potential customers	R	A	A	A	A	A	I:C	I:C
9	Research YMCA's marketing campaign	A	A	A	R	A	A	I:C	I:C
10	Research competitors' social media	A	A	A	A	A	R	I:C	I:C
11	Website mock up	A	A	R	A	A	A	I:C	I:C

Appendix B: RACI Matrix 2

ROLES AND RESPONSIBILITIES MATRIX (RACI)									
Project / Department	Increase Membership, and analyze and improve the fee structure for YWCA through the Capstone Project (School of Professional Studies)	Date Updated	4/9/2017						
Phase / Procedure	Phase 3-4	Prepared by	Dayna Anikermann, Manjushree Burdekar, Priyanka Joshi, Ying Song, Yumeng Chen, Xing Xie						
Status (Choose one)	In Progress	Approved by	Mary Plecewicz						
WBS Code	TASKS / DELIVERABLES	Dayna Anikermann	Manjushree Burdekar	Priyanka Joshi	Xing Xie	Ying Song	Yumeng Chen	Mary Plecewicz	Patty Flanagan
1	List of questions for the client	R	A	A	A	A	A	I	I
2	Project Charter	A	R	A	A	A	A	I	I
3	Pre-assessment Report	A	A	R	A	A	A	I	I
4	Monthly Status Report	A	A	A	R	A	A	I	I
5	RACI Matrix	A	A	A	A	R	A	I	I
6	Research the current fee structure	A	R	A	A	A	A	I	I
7	Research other organization's membership fee structure	A	A	A	A	R	A	I	I
8	Research into organizations in Worcester as potential customers	R	A	A	A	A	A	I	I
9	Research YMCA's marketing campaign	A	A	A	R	A	A	I	I
10	Research competitors' social media	A	A	A	A	A	R	I	I
11	Research on Website mock up	A	A	R	A	A	A	I	I
12	Acknowledgements (Paper + Slides)	A	A	A	A	A	R	I	I
13	Executive Summary (Paper + Slides)	A	A	A	A	A	R	I	I
14	Introduction(Paper + Slides)	A	A	A	A	R	A	I	I
15	Chapter 1: Revenue Streams (Paper + Slides)	A	R	A	A	A	A	I	I
16	Chapter 2: Donor Retention (Paper + Slides)	A	A	A	R	A	A	I	I
17	Chapter 3: Increasing Membership(Paper + Slides)	A	A	A	A	R	A	I	I
18	Chapter 4: Customer Experience(Paper + Slides)	A	A	R	A	A	A	I	I
19	Chapter 5: Social Media Marketing(Paper + Slides)	A	A	A	A	A	R	I	I
20	Chapter 6: Membership Fee Structure(Paper + Slides)	R	A	A	A	A	A	I	I
21	Final paper content edition	R	A	A	A	A	A	I	I
22	Final paper format edition	A	R	A	A	A	A	I	I
23	PPT format edition	A	A	R	A	A	A	I	I

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Appendix C: Monthly Status Report 1

MONTHLY STATUS REPORT 1: Dayna Ankermann, Manjushree Burdekar, Priyanka Joshi, Xing Xie, Ying Song, Yumeng Chen
 TEAM: YWCA CENTRAL MASSACHUSETTS
 STATUS: REASON (If Yellow or Red): G

STATUS REPORTING LEGEND

Overall Team Status
 Green = On Target: You will hit all 'Must Hit' Milestone workplan dates
 Yellow = Danger Range: You are not confident you will hit 'Must Hit' Milestone dates and/or complete all activities by phase end
 Red = Off Target: 'Must Hit' Milestones and phase end activity dates will not be met

Individual Milestone Status
 Green = On Target: You will hit the milestone date listed in the workplan. All issues can be handled internally
 Yellow = Danger Range: There is a risk the milestone will be not be complete by the workplan date
 Red = Off Target: Milestone date will not be hit – the go-live date is jeopardized

Milestone # and Description	% Complete	Original Start	Original Finish	Revised Finish	Status (G,Y,R)	Predecessor ID	Predecessor Description
1 The 1st meeting with the advisor; got the project and learned about the client's expectations	100%	2/9/2017	2/9/2017		G		
2 The 1st group meeting; made a questions list according to the research	100%	2/10/2017	2/13/2017		G		
3 The 1st meeting with the contact person of the YWCA; had a general understanding of YWCA; gained the answers of our questions; specified YWCA's expectations	100%	2/16/2017	2/16/2017		G		
4 The 2nd meeting with Mary; reported our status; gained some ideas; specified the assignment	100%	2/16/2017	2/16/2017		G		
5 Gain additional materials from YWCA; the current fitness plan fee schedules and descriptions, as well as the contract	100%	2/22/2017	2/22/2017		G		
6 The 3rd meeting with Mary; finished the status report, project character, and pre-assessment report	100%	2/17/2017	2/23/2017		G		
7 Discuss next steps							
8 Research							

Key Accomplishments This Week (ONLY the Top 3 -5)

Monthly Status Report
 Pre-assessment Report
 Discussed next steps

To Do Next Week (ONLY the Top 3 -5)

Monthly Status Report 2
 Draft 1 of the paper

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Appendix D: Monthly Status Report 1 (Writing)

1st Monthly Status Report (FEBRUARY) in Writing

- 1st meeting (with Mary; 2/9/2017):
 - Introduced ourselves
 - Exchanged contact information and created a contact platform
 - Met with Mary
 - Discussed an overview of the project
 - Assigned a team lead
- 2nd meeting (with group; 2/13/2017):
 - Discussed the list of questions to ask the client
- 3rd meeting (with Patty; 2/16/2017):
 - Met Linda and Patty
 - Patty showed us around YWCA, specifically the wellness and health equity side
 - Patty gave the us the general information about YWCA
 - Patty answered our questions
 - We specified the problems we could potentially help her with
- 4th meeting (with Mary; 2/16/2017):
 - Discussed the meeting with Patty
 - Finalized problems we would focus on
 - Discussed our next steps
- 5th meeting (with Mary and group; 2/23/2017):
 - Worked on Project charter, monthly status report, pre-assessment report
 - Discussed the next steps

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- Discussed what each of our parts in the project

We learned that our capstone client will be YWCA, with whom we met on February 16th. After the meeting with Patty (our contact at YWCA), our group finalized our deliverables and outcomes. Additionally, after asking for additional material, Patty emailed us a list of documents related to YWCA membership and fee structure. As of yet, our communication within the group as well as with our stakeholders has been going well. We hope to continue working well with each other and complete the project with much success. Having said that, our goal is to increase adult membership as well as YWCA's awareness in the community. We also will be looking at their fee structure and provide any recommendations and solutions for improvement. Naturally, we expect some problems along the way, but we have appropriate resources to reach out. Our next steps for the project include doing some research on competitors, marketing and advertising tactics to increase membership, and new policies in which YWCA can implement internally.

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Appendix E: Monthly Status Report 2

MONTHLY STATUS REPORT 2: Dayna Ankermann, Manjushree Burdekar, Priyanka Joshi, Xing Xie, Ying Song, Yumeng Chen
 TEAM: YWCA CENTRAL MASSACHUSETTS
 STATUS: REASON (If Yellow or Red): **G**

Overall Team Status

Green = On Target: You will hit all 'Must Hit' Milestone workplan dates
Yellow = Danger Range: You are not confident you will hit 'Must Hit' Milestone dates and/or complete all activities by phase end
Red = Off Target: 'Must Hit' Milestones and phase end activity dates will not be met

Individual Milestone Status

Green = On Target: You will hit the milestone date listed in the workplan. All issues can be handled internally
Yellow = Danger Range: There is a risk the milestone will be not be complete by the workplan date
Red = Off Target: Milestone date will not be hit – the go-live date is jeopardized

Milestone # and Description	% Complete	Original Start	Original Finish	Revised Finish	Status (G,Y,R)	Predecessor ID	Predecessor Description
1 Started Research Part 2	100%	3/2/2017	3/30/2017		G		
2 Divided up the Literature Review depending on the research each person did	100%	3/9/2017	3/30/2017		G		
3 Assigned each other the task of coming up with at least 3 concrete suggestions, relating to their research	100%	3/2/2017	3/9/2017		G		
4 Discussed and finalized the layout of the paper so that each person would get a chapter for their topic	100%	3/9/2017	3/9/2017		G		
5 Finished up our sections	100%	3/2/2017	3/30/2017		G		
6 Assigned each other any leftover work for the paper	100%	3/30/2017	3/30/2017		G		

Key Accomplishments This Month (ONLY the Top 3 - 5)

Monthly Status Report 2
 Draft 1 of the paper

To Do Next Week (ONLY the Top 3 - 5)

Monthly Status Report
 Powerpoint Presentation
 Capstone Paper
 Present

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Appendix F: Monthly Status Report 2 (Writing)**2nd Monthly Status Report (MARCH) in Writing**

- 6th meeting (with group and Mary 3/2/17):
 - Discussed our progress with Mary as well as other suggestions we could include in our project
 - Shared our research results with each other
 - Discussed next steps: decided that each group member must come up with at least 3 concrete ideas for suggestions with supportive evidence
- 7th meeting (with group 3/9/17):
 - Shared our suggestions with each other
 - Discussed the layout of the paper and what sections each person could do, but had some trouble with that
 - Divided up the literature review depending on our interests as well as the topics we researched individually
- 8th meeting (3/16/17):
 - We did not meet as a group, but rather worked on our literature reviews individually
- 9th meeting (with group and Mary 3/23/17):
 - Shared and discussed our progress with Mary
 - Received advice and feedback from Mary, especially with our marketing suggestions for our client
 - Further discussed our sections with each other and made sure each of our sections had similar formatting

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- Found a concrete way to divide up the work and the paper
- 10th meeting (with group 3/30/17)
 - Went through each of our sections with each other
 - Ensured our agreement on the ordering of the sections in the paper
 - Discussed leftover work and assigned work to each other (ex: editing, summary, introduction, conclusion, appendices)

Since our last monthly status report, we have met five times as detailed above. It was easy to divide up the tasks and responsibilities amongst ourselves. There has rarely been any conflict within our group, especially because we have been very understanding of each other. In fact, we still continue to be understanding of each other's strengths and weaknesses. Everyone has been finished their sections on time without trouble. However, there was no communication with our client for some reason, but it has been resolved since. Our biggest accomplishment was having draft 1 completed by the end of the month. We were very proud of each other for finishing up our sections by our deadline. Our next steps moving forward would be to edit and format the paper as well as finish up any remaining parts of the paper. Additionally, we hope to start our work on the presentation.

Appendix G: Monthly Status Report 3

MONTHLY STATUS REPORT 3: Dayna Ankermann, Manjushree Burdekar, Priyanka Joshi, Xing Xie, Ying Song, Yumeng Chen
 TEAM: YWCA CENTRAL MASSACHUSETTS
 STATUS: REASON (If Yellow or Red): G

Overall Team Status

Green = On Target: You will hit all 'Must Hit' Milestone workplan dates
Yellow = Danger Range: You are not confident you will hit 'Must Hit' Milestone dates and/or complete all activities by phase end
Red = Off Target: 'Must Hit' Milestones and phase end activity dates will not be met

Individual Milestone Status

Green = On Target: You will hit the milestone date listed in the workplan. All issues can be handled internally
Yellow = Danger Range: There is a risk the milestone will be not be complete by the workplan date
Red = Off Target: Milestone date will not be hit – the go-live date is jeopardized

Top Milestones

Milestone # and Description	% Complete	Original Start	Original Finish	Revised Finish	Status (G, Y, R)	Predecessor ID	Predecessor Description
1 Finalized and divided up the work for the presentation	100%	4/6/2017	4/6/2017		G		
2 Finalized the presentation	100%	4/6/2017	4/13/2017		G		
3 Finalized the paper	100%	4/6/2017	4/20/2017		G		
4 Dry run of the presentation	100%	4/20/2017	4/20/2017		G		
5 Presentation day	100%	4/27/2017	4/27/2017		G		

Key Accomplishments This Month (ONLY the Top 3 - 5)

Monthly Status Report
 Powerpoint Presentation
 Capstone Paper
 Present!

To Do Next Week (ONLY the Top 3 - 5)

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Appendix H: Monthly Status Report 3 (Writing)**3rd Monthly Status Report (APRIL) in Writing**

- 11th meeting (with group and Mary; 4/6/2017):
 - Shared our progress with Mary and the team and asked Mary feedback
 - Finalized and divided up the work for the presentation
- 12th meeting (with group and Mary; 4/13/2017):
 - Discussed our progress with Mary and the group
 - Finalized the paper and presentation
- 13th meeting (with Patty; 4/20/2017):
 - Dry run of our presentation
- 14th meeting (with Mary; 4/27/2017):
 - Presentation day!!

Our team has worked very hard these past three months. Everyone has successfully accomplished their tasks and responsibilities. We are very proud of each other. This month, we focused very much on the editing and formatting of our paper as well as the presentation. Although the people doing the editing found it slightly difficult to make all sections cohesive and concise. Aside from that, there were not that many challenges. Overall, our group members have worked very well with each other. If given the opportunity, we believe we would work with each other again.

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Appendix I: Competitors Fee Structures**YMCA Membership Rates**

Table 1: Association Membership Dues -1(/month)

	Central Massachusetts (Worcester) (ID Required, \$50.00 Joining Fee)	Montachusett Branch (Fitchburg) Specific Membership Due (ID Required, \$25 Joining Fee)
Teen	\$20.00	
Young Adult 18-28	\$45.50	\$32.00(bank draft) \$35.00 (cash/credit/check)
Adult 29+	\$62.00	\$32.00(bank draft) \$35.00 (cash/credit/check)
Household/Family 3+ (2 adults with children under 18 or dependents residing at the same address.)	\$108.00	\$64.00 (bank draft) \$70.00 (cash/credit/check)
Senior Adult (65+)	\$55.00	\$26.00
Senior Couple	\$88.00	\$52.00

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Table 2: Association Membership Dues -2 (/month)

Leominster Branch Specific Membership	Monthly Bank Draft
Dues (No Joining Fee)	
City Place	\$19.99
City Place Plus	\$32.00
City Place Family	64.00

Table 3: Y Access Pricing Program (/month)

Household Income	Young Adult	Adult	Senior	Senior2	Family2	Family 3+
\$0 - \$54,600	\$27.30	\$37.20	\$33.00	\$52.80	\$58.80	\$64.80
\$54,601 - \$63,000	\$31.85	\$43.40	\$38.50	\$61.60	\$68.60	\$75.60
\$63,000 - \$71,400	\$36.40	\$49.60	\$44.00	\$70.40	\$78.40	\$86.40
\$71,401 - \$79,800	\$40.95	\$55.80	\$49.50	\$79.20	\$88.20	\$97.20
\$79,801 +	\$45.50	\$62.00	\$55.00	\$88.00	\$98.00	\$108.00

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Worcester Fitness Membership Rates

Category	Rates(/Month)
Fitness Access (including select classes, programs)	\$89.00
Full Access (including all classes, small group, personal training and programs)	\$139.00
Young Adult (= < 24, including select classes, programs)	\$45.00

X Core Fitness Boot Camp Membership Rates

	12 Month	6 Month
Family	\$1,248	\$832
Couple	\$1,152	\$768
Individual (age 27- 64)	\$816	\$546
Young Adult (age 23-26)	\$504	\$342
Senior Adult Couple (age 65+)	\$912	\$608
Senior Adult Individual (age 65+)	\$636	\$424
New Member Enrollment Fee	\$100	\$100
Reactivation Fee (lapsed 4+ months)	\$75	\$75

College Student (age 18-22): \$30/month, no enrollment fee

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Boost Fitness Membership Rates

Category	Rates (Per Month)
<p>Basic: 24-Hour Gym Access</p> <p>Access to Cardio, Strength Equipment, and locker Rooms</p> <p>Complimentary Fitness Assessment</p> <p>\$19.99 Start Up Fee</p> <p>\$39 Annual Fee</p> <p>12-Month Agreement</p>	\$9.99
<p>Premium: 24-Hour Gym Access</p> <p>Access to Cardio, Strength Equipment, and locker Rooms</p> <p>Complimentary Fitness Assessment</p> <p>Access to All Boost Location</p> <p>Free Group Fitness Classes</p> <p>Unlimited Indoor Cycling</p> <p>\$9.99 Start Up Fee</p> <p>\$39 Annual Fee</p> <p>12-Month Agreement</p>	\$19.99
<p>+Guest: 24-Hour Gym Access</p> <p>Access to Cardio, Strength Equipment, and locker Rooms</p> <p>Complimentary Fitness Assessment</p> <p>Access to All Boost Location</p> <p>Free Group Fitness Classes</p> <p>Unlimited Indoor Cycling</p> <p>Unlimited Guest Privileges</p> <p>\$9.99 Start Up Fee</p> <p>\$39 Annual Fee</p> <p>Month-to-Month Membership, No Commitment</p>	\$24.99

CONSULTANCY SKILLS CAPSTONE

Appendix J: YWCA Fee Structures



Central Massachusetts

YWCA FITNESS CLASS Plan Prices

Subscribers of Tufts Health Plan and Fallon Community Health Plan are eligible for YWCA discounts on annual fitness plans; see back of page.

Members of the military are eligible for 10% discount; see Corporate price list.

- **Fees: Basic YWCA Membership + Fitness Plan Fee**
- **Payment Options:**
 - (1) **Pay in Full:** Pay all fees at time of joining; receive 5% discount on Fitness Plan fee.
 - (2) **Auto-renewing plan:** Monthly deductions from bank account or credit card: Pay Basic membership + 2 months dues upon joining and provide billing information. Monthly dues deducted electronically. After 12 months this plan renews automatically until member cancels. Once 12 month minimum commitment is met, 30 days notice is required to cancel.
 - (3) **Monthly plan:** Pay Basic membership + monthly fee.

BASIC YWCA MEMBERSHIP FEE: Household: \$70.00
Adult: \$45.00
Youth: \$30.00
Senior: \$25.00

ANNUAL PLAN FEES:

Fitness Class Plan	Monthly Fee (With Annual agreement)	Annual Fee	Annual PIF Fee (5% discount)	Monthly (No Annual agreement)
Household*	\$50	\$600	\$570	\$62.50
Individual/Single Parent*	\$30	\$360	\$342	\$40
Student (18-24 with student ID) Senior	\$26	\$312	\$296.40	\$32.50
Senior Household	\$43	\$516	\$490.20	\$53

** A Household includes 2 adults (18+) and up to 2 youth (6-17), who live in the same home. A Single Parent Household is 1 adult (18+) and up to two youth (6-17). Children (5 & under) are free. Additional adults may be added to a household for \$20 per month, per person; additional youth may be added for \$10 per month, per person (up to 5 paid youth; 6th and subsequent youth will be free).*

CONSULTANCY SKILLS CAPSTONE

SHORT-TERM PLANS**Jump Start:** 6 weeks for \$69.00 No additional fees required**DAY USE FEES****Non-member Drop-in (per visit) Fee: \$16.00****YWCA Basic Membership + Member Drop-in (per visit) Fee**

Adult (ages 18 & over)	\$12.00
Senior (age 60 & over)	\$ 8.00
Youth (ages 6 – 17)	\$ 6.00
Child (ages 5 & under)	FREE

CORPORATE PACKAGES ARE AVAILABLE FOR AREA BUSINESSES.

Please call for information: 508 767-2505, ext. 3021

Effective December 15, 2015 ***Fees subject to change*****Tufts Health Insurance Fitness Plan Prices**

Includes all Qualified Tufts/Secure Horizons & Commonwealth PPO groups, and US Family Health Plan.

CareLink Insurance participants are NOT eligible for the Tufts discount.

For annual contracts PIF and auto deduct

The Tufts Health Insurance Discount for Annual Fitness Plans is as follows. The savings are:

- **No Start Up fees**
- **20% Discount on annual fitness plan prices**

Fitness Class Plan	Annual Fee	Value of 20% Discount	Total PIF Price	Monthly Deduction	Initial payment 2 months dues
Household*	\$600	\$120	\$480	\$40	\$80
Individual/Single Parent*	\$360	\$72	\$288	\$24	\$48
Student (18-24 with student ID) Senior	\$312	\$62.40	\$249.60	\$20.80	\$41.60
Senior Household	\$516	\$103.20	\$412.80	\$34.40	\$68.80

Tufts Member Drop-in Fees
 Valid discount for up to 5 visits
 Adult: (ages 16 & over) \$10.00
 Senior: (ages 60 & over) \$6.00
 Youth: (ages 6-15) \$6.00
 Child: (age 5 & under) FREE

CONSULTANCY SKILLS CAPSTONE

Fallon Fitness Plan Prices

The Fallon 10% Discount* is available for Annual Fitness Plans, Paid in Full at time of purchase only. **

Fees: Basic YWCA Membership + Fitness Plan Fee

Fitness Class Plan	Annual Fitness Plan Price	Value of 10% Discount	Paid in Full with 10% discount	Basic Membership	Total PIF Price
Household*	\$600.00	\$60	\$540	\$70.00	\$610.00
Individual/Single Parent*	\$360.00	\$36	\$324	\$45.00	\$369
Student <i>(18-24 with student ID)</i> Senior	\$312.00	\$31.20	\$280.80	\$45.00 / \$25.00	\$305.80
Senior Household	\$516.00	\$51.60	\$464.40	\$25.00	\$489.40

**FOR AUTO DEDUCT PLEASE USE REGULAR PRICING FOR MONTHLY DEDUCTIONS

Effective December 15, 2015 Prices subject to change.

Discounts may not be combined.

CONSULTANCY SKILLS CAPSTONE

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10% Discount**YWCA Corporate and Military Plan Prices**

YWCA Corporate Members are entitled to a discount and waiver of joining fees

- **Basic YWCA Membership WAIVED**
- **10% Discount off Fitness Plan Fee**

Payment Options:

(1) Pay in Full at time of joining, receive an additional 5% discount.

(2) Auto-renewing plan: Monthly dues deducted electronically from bank account or credit card: Pay 2 months dues upon joining and provide billing information. After 12 months this plan renews automatically until member cancels. Once 12 month minimum commitment is met, 30 days notice is required to cancel.

(3) Monthly plan: Pay Basic membership + monthly fee (refer to YWCA Fitness Plan Price Sheet)

BASIC YWCA MEMBERSHIP FEE: Waived

10% OFF PLAN FEES:

Deluxe Membership	Annual Fee	Monthly Fee (With Annual agreement)	Annual PIF Fee (5% discount)	Monthly (No Annual agreement)
Household*	\$718.00	\$59.83	\$682.00	\$83.15
Individual/Single Parent*	\$432.00	\$36.00	\$410.00	\$49.99
Student (18-24 with student ID) Senior	\$375.00	\$31.80	\$356.00	\$43.50
Senior Household	\$623.70	\$52	\$592.52	\$67.75
Youth (age 6-17)	\$216	\$18	\$205.20	\$20

* A Household includes 2 adults (18+) and up to 2 youth (6-17), who live in the same home. A Single Parent Household is 1 adult (18+) and up to two youth (6-17). Children (5 & under) are free. Additional adults may be added to a household for \$20 per month, per person; additional youth may be added for \$10 per month, per person (up to 5 paid youth; 6th and subsequent youth will be free).

CONSULTANCY SKILLS CAPSTONE

DAY USE FEES

Non-member Drop-in (per visit) Fee: \$16.00

YWCA Basic Membership + Member Drop-in (per visit) Fee

Adult (ages 18 & over)	\$12.00
Senior (age 60 & over)	\$ 8.00
Youth (ages 6 – 17)	\$ 6.00
Child (ages 5 & under)	FREE

Effective December 15, 2015 Prices subject to change. Discounts may not be combined.

10% OFF PLAN FEES:

Pool Plan	Annual Fee	Monthly Fee (With Annual agreement)	Annual PIF Fee (5% discount)	Monthly (No Annual agreement)
Household*	\$540	\$45	\$513	\$62.50
Individual/Single Parent*	\$324	\$27	\$307.80	\$40
Student (18-24 with student ID) Senior	\$280.80	\$23.40	\$266.76	\$32.50
Senior Household	\$464.40	\$38.70	\$441.18	\$53

10% OFF PLAN FEES:

Strength & Cardio Plan	Annual Fee	Monthly Fee (With Annual agreement)	Annual PIF Fee (5% discount)	Monthly (No Annual agreement)
Household*	\$626.40	\$52.2	\$595.08	\$72.50
Individual/Single Parent*	\$378	\$31.50	\$359.10	\$45
Student (18-24 with student ID) Senior	\$324	\$27	\$307.80	\$37.50
Senior Household	\$550.80	\$45.90	\$523.26	\$61

10% OFF PLAN FEES:

Fitness Class Plan	Annual Fee	Monthly Fee (With Annual agreement)	Annual PIF Fee (5% discount)	Monthly (No Annual agreement)
Household*	\$540	\$45	\$513	\$62.50
Individual/Single Parent*	\$324	\$27	\$307.80	\$40
Student (18-24 with student ID) Senior	\$280.80	\$23.40	\$266.76	\$32.50
Senior Household	\$464.40	\$38.70	\$441.18	\$53

Effective December 15, 2015 Prices subject to change. Discounts may not be combined.

CONSULTANCY SKILLS CAPSTONE



Central Massachusetts

YWCA DELUXE Fitness Plan Prices

Subscribers of Tufts Health Plan and Fallon Community Health Plan are eligible for YWCA discounts on annual fitness plans; see back of page.

Members of the military are eligible for 10% discount; see Corporate price list.

- **Fees: Basic YWCA Membership + Fitness Plan Fee**
- **Payment Options:**
 - (1) **Pay in Full:** Pay all fees at time of joining; receive 5% discount on Fitness Plan fee.
 - (2) **Auto-renewing plan:** Monthly deductions from bank account or credit card: Pay Basic membership + 2 months dues upon joining and provide billing information. Monthly dues deducted electronically. After 12 months this plan renews automatically until member cancels. Once 12 month minimum commitment is met, 30 days notice is required to cancel.
 - (3) **Monthly plan:** Pay Basic membership + monthly fee.

BASIC YWCA MEMBERSHIP FEE:	Household:	\$70.00
	Adult:	\$45.00
	Youth:	\$30.00
	Senior:	\$25.00

ANNUAL PLAN FEES:

Deluxe Plan	Monthly Fee (With Annual agreement)	Annual Fee	Annual PIF Fee (5% discount)	Monthly (No Annual agreement)
Household*	\$66.50	\$798.00	\$758.00	\$83.15
Individual/Single Parent*	\$39.99	\$480.00	\$456.00	\$49.99
Student (18-24 with student ID)	\$34.75	\$417.00	\$396.15	\$43.50
Senior	\$34.75	\$417.00	\$396.15	\$43.50
Senior Household	\$57.75	\$693.00	\$658.00	\$67.75

** A Household includes 2 adults (18+) and up to 2 youth (6-17), who live in the same home. A Single Parent Household is 1 adult (18+) and up to two youth (6-17). Children (5 & under) are free. Additional adults may be added to a household for \$20 per month, per person; additional youth may be added for \$10 per month, per person (up to 5 paid youth; 6th and subsequent youth will be free).*

CONSULTANCY SKILLS CAPSTONE

SHORT-TERM PLANS**Jump Start:** 6 weeks for \$69.00 No additional fees required**DAY USE FEES****Non-member Drop-in (per visit) Fee: \$16.00****YWCA Basic Membership + Member Drop-in (per visit) Fee**

Adult (ages 18 & over)	\$12.00
Senior (age 60 & over)	\$ 8.00
Youth (ages 6 – 17)	\$ 6.00
Child (ages 5 & under)	FREE

CORPORATE PACKAGES ARE AVAILABLE FOR AREA BUSINESSES.

Please call for information: 508 767-2505, ext. 3021

Effective December 1, 2015 *Fees subject to change***Tufts Health Insurance Fitness Plan Prices**

Includes all Qualified Tufts/Secure Horizons & Commonwealth PPO groups, and US Family Health Plan.

CareLink Insurance participants are NOT eligible for the Tufts discount.

For annual contracts PIF and auto deduct

The Tufts Health Insurance Discount for Annual Fitness Plans is as follows. The savings are:

- No Start Up fees
- 20% Discount on annual fitness plan prices

Deluxe Plan	Annual Fitness Plan Price	Value of 20% Discount	Total PIF Price	Monthly Deduction	Initial payment 2 months dues
Household*	\$798	\$159.60	\$638.40	\$53.20	\$106.40
Individual/Single Parent*	\$480.00	\$96	\$384	\$32	\$64.00
Student (18-24 with student ID)	\$417.00	\$83.40	\$333.60	\$27.80	\$55.60
Senior					
Senior Household	\$693.00	\$138.60	\$554.40	\$46.20	\$92.40
Youth (age 6-17)	\$240.00	\$48	\$192	\$16	\$32

<p>Tufts Member Drop-in Fees Valid discount for up to 5 visits Adult: (ages 16 & over) \$10.00 Senior: (ages 60 & over) \$6.00 Youth: (ages 6-15) \$6.00 Child: (age 5 & under) FREE</p>

CONSULTANCY SKILLS CAPSTONE

Fallon Fitness Plan Prices

The Fallon 10% Discount* is available for Annual Fitness Plans, Paid in Full at time of purchase only. **

Fees: Basic YWCA Membership + Fitness Plan Fee

Deluxe Plan	Annual Fitness Plan Price	Value of 10% Discount	Paid in Full with 10% discount	Basic Membership	Total PIF Price
Household*	\$798	\$79.80	\$718.20	\$70.00	\$788.20
Individual/Single Parent*	\$480.00	\$48.00	\$432.00	\$45.00	\$477.00
Student (18-24 with student ID) Senior	\$417.00	\$41.70	\$375.30	\$45.00 / \$25.00	\$400.30
Senior Household	\$693.00	\$69.30	\$623.70	\$25.00	\$648.70
Youth (age 6-17)	\$240.00	\$24.00	\$216.00	\$30.00	\$246.00

**FOR AUTO DEDUCT PLEASE USE REGULAR PRICING FOR MONTHLY DEDUCTIONS

Effective December 1, 2015 Prices subject to change.
Discounts may not be combined.

CONSULTANCY SKILLS CAPSTONE

NEW AND OLD FITNESS PLANS and PROGRAMS (December 2015)

The YWCA NOW OFFERS four choices for Adult or Household Fitness Membership, so you can choose the activities you like best. All Fitness Plans include access to the Locker Rooms, Steam Rooms* and Family Changing Area, special pricing on Personal Training, Learn-to-Swim, Private Swim, and Specialty Fitness Classes. *Note that Youth should not use the Steam Rooms.

Our Youth Plan continues to be available for youth ages 6-17.

With the descriptions below, card colors and monthly fees are listed. Please note that the fee listed on this page is the Monthly payment for an Individual Adult, with a minimum 1-year commitment. For more details, please see the Price Lists.

Deluxe Fitness Plan

Deluxe membership provides access to all that our Health and Wellness Center has to offer, including the Strength Training and Cardiovascular Center; Drop-in Group Fitness Classes, including Aerobics, Cycling, Yoga, PiYo and many more; Heated Indoor Swimming Pool, including Open Swim, Lap Swim, Ai Chi and Water Exercise Classes. In addition, Deluxe Members receive 3 Orientations to the Strength & Cardio Center in their first year of membership, and a free Personal Training session in each subsequent year.

CARD COLOR: Gold, Yellow

Individual, Adult, 1-month fee: \$39.99

Pool Plan

Pool membership provides access to the YWCA's indoor, heated swimming pool. Our wide range of Drop-In Pool activities include Lap Swim, Open Swim, Shallow and Deep Water Exercise, Ai Chi and Family Swim.

CARD COLOR: Dark Green, Neon Green

Individual, Adult, 1-month fee: \$ 30

Pool+ Phase out

Current Pool Plus Members have the option to switch to the new Pool membership, or continue/renew their Pool Plus at the same rate as they currently pay. Pool Plus includes access to the Pool and Classes.

CARD COLOR: Light Green, Grey

Individual, Adult, 1-month fee: \$ 34.75

Youth Plan

Youth membership provides access to all Drop-In Youth classes and activities, pool activities, and the Strength & Cardio Center for youth ages 10 & up. Please note that some activities have age restrictions, and that youth age 6-12 must be accompanied by an adult when in unsupervised activities.

CARD COLOR: Dark Orange, Light Orange

Individual, Adult, 1-month fee: \$20

CONSULTANCY SKILLS CAPSTONE

Strength & Cardio Plan

Strength & Cardio membership provides access to the Strength Training and Cardiovascular Center, including Cybex Strength machines, free weights, multi-purpose strength machines and a variety of cardiovascular equipment. In addition, Strength & Cardio Members receive 3 Orientations to the Strength & Cardio Center in their first year of membership, and a free Personal Training session in each subsequent year.

CARD COLOR: Dark Brown, Tan

Individual, Adult, 1-month fee: \$ 35

Fitness Class Plan

Class membership provides access to our full schedule of Drop-In Fitness Classes. These include a variety of Aerobics classes, Cycling, Yoga, PiYo and many more. Does NOT include Pool classes.

CARD COLOR: Dark Purple, Light Purple

Individual, Adult, 1-month fee: \$ 30

Membership Types

Adult	Age 18-59
Students	Age 18-24 With Student ID
Senior	Age 60+
Youth	Age 6-17

Household Membership Types

Household	Two Adults and one or two Youth, living at the same address
Senior Household	Two Seniors, living at the same address
Single Parent Household	One Adult and 1 or 2 Youth, living at the same address

CONSULTANCY SKILLS CAPSTONE

*NEW PROGRAMS****Take Shape for Life***

See Page 6 in the Program Book for information.

This is a registered class, but also includes a Deluxe Monthly Pay as you Go membership.

ONLINE REGISTRATION: Class participants can register and pay online for the class.

REGISTRATION AT FRONT DESK

- If they are a NON-member, they should buy at least a Basic Membership, to get the best rate for the class. Non-member rate is \$175 for 1 month.
- If they are a BASIC Member, they can pay for 1, 2 or 3 months at a time.
 - 1 month - \$130
 - 2 months - \$260
 - 3 months - \$330 (they save \$60)
- This includes a Monthly Pay-as-you-Go Deluxe Membership. Please register them, and have them fill out a MIF Card. Leave the card in the Wellness Mailbox, with a note attached saying they are Take Shape for Life, and we will complete their MPYG contract.
- If someone is a Deluxe Fitness Plan Member, they pay the \$90 rate to join the class. No special action needed.

CARD COLOR: Gold or Yellow (remember, participation in this class makes them a Deluxe member)

Yoga Club

Begins November 1

The Yoga Club consists of access to all of our Yoga classes each week, including Kundalini, Gentle Yoga, Power Yoga and others. Yoga combination classes, such as PiYo, and other holistic classes such as Tai Chi and Ai Chi (in the water), are included. There will be monthly holistic health gatherings for Club members. These will include a variety of topics such as Reflexology, Acupuncture, Herbs, Nutritional Concepts, etc.

Yoga Club is a REGISTERED CLASS, but it works like a Monthly Pay as you Go membership.

- NON-member rate is \$60/month. People should be encouraged to buy a membership; it will save them money in the long run!
- YWCA Member rate is \$35/month. This includes Monthly Pay-as-you-Go access to Yoga classes.
- Fitness Plan Member rate is \$10/month, which gives access to the monthly gathering.

CARD COLOR: Blue, with “Yoga Club” printed on it

CONSULTANCY SKILLS CAPSTONE



Central Massachusetts

YWCA POOL Plan Prices

Subscribers of Tufts Health Plan and Fallon Community Health Plan are eligible for YWCA discounts on annual fitness plans; see back of page.

Members of the military are eligible for 10% discount; see Corporate price list.

- **Fees: Basic YWCA Membership + Fitness Plan Fee**
- **Payment Options:**
 - (1) **Pay in Full:** Pay all fees at time of joining; receive 5% discount on Fitness Plan fee.
 - (2) **Auto-renewing plan:** Monthly deductions from bank account or credit card: Pay Basic membership + 2 months dues upon joining and provide billing information. Monthly dues deducted electronically. After 12 months this plan renews automatically until member cancels. Once 12 month minimum commitment is met, 30 days notice is required to cancel.
 - (3) **Monthly plan:** Pay Basic membership + monthly fee.

BASIC YWCA MEMBERSHIP FEE:

Household:	\$70.00
Adult:	\$45.00
Youth:	\$30.00
Senior:	\$25.00

ANNUAL PLAN FEES:

Pool Plan	Monthly Fee (With Annual agreement)	Annual Fee	Annual PIF Fee (5% discount)	Monthly (No Annual agreement)
Household*	\$50	\$600	\$570	\$62.50
Individual/Single Parent*	\$30	\$360	\$342	\$40
Student (18-24 with student ID)	\$26	\$312	\$296.40	\$32.50
Senior				
Senior Household	\$43	\$516	\$490.20	\$53

** A Household includes 2 adults (18+) and up to 2 youth (6-17), who live in the same home. A Single Parent Household is 1 adult (18+) and up to two youth (6-17). Children (5 & under) are free. Additional adults may be added to a household for \$20 per month, per person; additional youth may be added for \$10 per month, per person (up to 5 paid youth; 6th and subsequent youth will be free).*

CONSULTANCY SKILLS CAPSTONE

SHORT-TERM PLANS**Jump Start:** 6 weeks for \$69.00 No additional fees required**DAY USE FEES****Non-member Drop-in (per visit) Fee: \$16.00****YWCA Basic Membership + Member Drop-in (per visit) Fee**

Adult (ages 18 & over)	\$12.00
Senior (age 60 & over)	\$ 8.00
Youth (ages 6 – 17)	\$ 6.00
Child (ages 5 & under)	FREE

CORPORATE PACKAGES ARE AVAILABLE FOR AREA BUSINESSES.

Please call for information: 508 767-2505, ext. 3021

Effective December 1, 2015 *Fees subject to change***Tufts Health Insurance Fitness Plan Prices**

Includes all Qualified Tufts/Secure Horizons & Commonwealth PPO groups, and US Family Health Plan.

CareLink Insurance participants are NOT eligible for the Tufts discount.

For annual contracts PIF and auto deduct

The Tufts Health Insurance Discount for Annual Fitness Plans is as follows. The savings are:

- **No Start Up fees**
- **20% Discount on annual fitness plan prices**

Pool Plan	Annual Fitness Plan Price	Value of 20% Discount	Total PIF Price	Monthly Deduction	Initial payment 2 months dues
Household*	\$600	\$120	\$480	\$40	\$80
Individual/Single Parent*	\$360	\$72	\$288	\$24	\$48
Student (18-24 with student ID)	\$312	\$62.40	\$249.60	\$20.80	\$41.60
Senior					
Senior Household	\$516	\$103.20	\$412.80	\$34.40	\$68.80

Tufts Member Drop-in Fees

Valid discount for up to 5 visits

Adult: (ages 16 & over) \$10.00

Senior: (ages 60 & over) \$6.00

Youth: (ages 6-15) \$6.00

Child: (age 5 & under) FREE

CONSULTANCY SKILLS CAPSTONE

Fallon Fitness Plan Prices

The Fallon 10% Discount* is available for Annual Fitness Plans, Paid in Full at time of purchase only. **

Fees: Basic YWCA Membership + Fitness Plan Fee

Pool Plan	Annual Fitness Plan Price	Value of 10% Discount	Paid in Full with 10% discount	Basic Membership	Total PIF Price
Household*	\$600.00	\$60	\$540	\$70.00	\$610
Individual/Single Parent*	\$360.00	\$36	\$324	\$45.00	\$369
Student <i>(18-24 with student ID)</i> Senior	\$312.00	\$31.20	\$280.80	\$45.00 / \$25.00	\$305.80
Senior Household	\$516.00	\$51.60	\$464.40	\$25.00	\$489.40

**FOR AUTO DEDUCT PLEASE USE REGULAR PRICING FOR MONTHLY DEDUCTIONS

Effective December 1, 2015 Prices subject to change.
Discounts may not be combined.

CONSULTANCY SKILLS CAPSTONE



Central Massachusetts

YWCA STRENGTH & CARDIO Plan Prices

Subscribers of Tufts Health Plan and Fallon Community Health Plan are eligible for YWCA discounts on annual fitness plans; see back of page.

Members of the military are eligible for 10% discount; see Corporate price list.

- **Fees: Basic YWCA Membership + Fitness Plan Fee**
- **Payment Options:**
 - (1) **Pay in Full:** Pay all fees at time of joining; receive 5% discount on Fitness Plan fee.
 - (2) **Auto-renewing plan:** Monthly deductions from bank account or credit card: Pay Basic membership + 2 months dues upon joining and provide billing information. Monthly dues deducted electronically. After 12 months this plan renews automatically until member cancels. Once 12 month minimum commitment is met, 30 days notice is required to cancel.
 - (3) **Monthly plan:** Pay Basic membership + monthly fee.

BASIC YWCA MEMBERSHIP FEE:	Household:	\$70.00
	Adult:	\$45.00
	Youth:	\$30.00
	Senior:	\$25.00

ANNUAL PLAN FEES:

Strength & Cardio Plan	Monthly Fee (With Annual agreement)	Annual Fee	Annual PIF Fee (5% discount)	Monthly (No Annual agreement)
Household*	\$58	\$696	\$661.20	\$72.50
Individual/Single Parent*	\$35	\$420	\$399	\$45
Student (18-24 with student ID)	\$30	\$360	\$342	\$37.50
Senior				
Senior Household	\$51	\$612	\$581.40	\$61

** A Household includes 2 adults (18+) and up to 2 youth (6-17), who live in the same home. A Single Parent Household is 1 adult (18+) and up to two youth (6-17). Children (5 & under) are free. Additional adults may be added to a household for \$20 per month, per person; additional youth may be added for \$10 per month, per person (up to 5 paid youth; 6th and subsequent youth will be free).*

CONSULTANCY SKILLS CAPSTONE

SHORT-TERM PLANS**Jump Start:** 6 weeks for \$69.00 No additional fees required**DAY USE FEES****Non-member Drop-in (per visit) Fee: \$16.00****YWCA Basic Membership + Member Drop-in (per visit) Fee**

Adult (ages 18 & over)	\$12.00
Senior (age 60 & over)	\$ 8.00
Youth (ages 6 – 17)	\$ 6.00
Child (ages 5 & under)	FREE

CORPORATE PACKAGES ARE AVAILABLE FOR AREA BUSINESSES.

Please call for information: 508 767-2505, ext. 3021

Effective December 15, 2015 *Fees subject to change***Tufts Health Insurance Fitness Plan Prices**

Includes all Qualified Tufts/Secure Horizons & Commonwealth PPO groups, and US Family Health Plan.

CareLink Insurance participants are NOT eligible for the Tufts discount.

For annual contracts PIF and auto deduct

The Tufts Health Insurance Discount for Annual Fitness Plans is as follows. The savings are:

- No Start Up fees
- 20% Discount on annual fitness plan prices

Strength & Cardio Plan	Annual Fitness Plan Price	Value of 20% Discount	Total PIF Price	Monthly Deduction	Initial payment 2 months dues
Household*	\$696.00	\$139.20	\$556.80	\$46.40	\$92.80
Individual/Single Parent*	\$420.00	\$84	\$336	\$28	\$56
Student (18-24 with student ID) Senior	\$360.00	\$72	\$288	\$24	\$48
Senior Household	\$612.00	\$122.40	\$489.60	\$40.80	\$81.60

Tufts Member Drop-in Fees
 Valid discount for up to 5 visits
 Adult: (ages 16 & over) \$10.00
 Senior: (ages 60 & over) \$6.00
 Youth: (ages 6-15) \$6.00
 Child: (age 5 & under) FREE

CONSULTANCY SKILLS CAPSTONE

Fallon Fitness Plan Prices

The Fallon 10% Discount* is available for Annual Fitness Plans, Paid in Full at time of purchase only. **

Fees: Basic YWCA Membership + Fitness Plan Fee

Strength & Cardio Plan	Annual Fitness Plan Price	Value of 10% Discount	Paid in Full with 10% discount	Basic Membership	Total PIF Price
Household*	\$696.00	\$69.60	\$626.40	\$70.00	\$696.40
Individual/Single Parent*	\$420.00	\$42	\$378	\$45.00	\$423
Student (18-24 with student ID) Senior	\$360.00	\$36	\$324	\$45.00 / \$25.00	\$349
Senior Household	\$612.00	\$61.20	\$550.8	\$25.00	\$575.80

**FOR AUTO DEDUCT PLEASE USE REGULAR PRICING FOR MONTHLY DEDUCTIONS

Effective December 15, 2015 Prices subject to change.

Discounts may not be combined.

CONSULTANCY SKILLS CAPSTONE

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YWCA YOUTH Plan Prices

- **Fees: Basic YWCA Membership + Fitness Plan Fee**
- **Payment Options:**
 - (1) **Pay in Full:** Pay all fees at time of joining; receive 5% discount on Fitness Plan fee.
 - (2) **Auto-renewing plan:** Monthly deductions from bank account or credit card: Pay Basic membership + 2 months dues upon joining and provide billing information. Monthly dues deducted electronically. After 12 months this plan renews automatically until member cancels. Once 12 month minimum commitment is met, 30 days notice is required to cancel.
 - (3) **Monthly plan:** Pay Basic membership + monthly fee.

BASIC YWCA MEMBERSHIP FEE: \$30.00

ANNUAL PLAN FEES:

YOUTH Plan	Monthly Fee (With Annual agreement)	Annual Fee	Annual PIF Fee (5% discount)	Monthly (No Annual agreement)
Youth (Ages 6-17)	\$20	\$240	\$228	\$20

Access:

- Age limit for strength and Cardio is 13+ for independent access
- Youth ages 10-12 are allowed to come with a parent or guardian

Requirements for Strength and Cardio ages 10-15

3 Orientations required and Strength and Cardio staff approval for independent access.

10-12 must be accompanied by a parent/adult at all times.

Membership Includes:

- Activities on Youth Drop- In schedules
- Age appropriate access to Drop-in Pool and Fitness schedules

Please call for information: 508 767-2505, ext. 3017

Effective December 1, 2015 **Fees subject to change.**