



STRATEGIC PLAN

2026-2029

Table of Contents

Executive Summary	3
Strategic Purpose	3
Strategic Priorities	3
Expected Outcomes	4
Measurement and Accountability	4
Conclusion	4
Nashua Center Strategic Plan Matrix 2026 - 2029	5
Goal I: Transform Nashua Center into an outwardly focused, partner-driven organization.....	5
Goal II: Provide a continuum of services for clients who require minimal support for independence to those who require full-time care and housing.	7
Goal III: Strengthen The Children’s Pyramid such that it remains a vibrant and financially stable service for young children.....	8
Goal IV: Provide a supportive work environment to attract, train, and retain dedicated staff.	9
Goal V: Develop and implement a comprehensive fundraising strategy that strengthens and diversifies revenue streams.....	11
Goal VI: Create a secure, reliable, efficient, technology plan aligned with our mission to improve efficiency, reduce costs, and better serve our clients.....	13
Goal VII: Create a comprehensive Compliance Manual to use as a guide for all federal, state, local, and funding related compliance submissions and measures.	14
Attachment A	15

Executive Summary

Strategic Plan: Strengthening Community Partnerships and Networks

This strategic plan outlines a focused approach to expanding and deepening community partnerships and professional networks to advance organizational mission, sustainability, and impact. Recognizing that complex community challenges cannot be addressed in isolation, this plan positions collaboration, trust-building, and shared value as core strategic drivers over the next planning period.

Strategic Purpose

The primary objective of this plan is to build a robust ecosystem of community partners, stakeholders, and networks that amplify resources, expertise, and services. By intentionally investing in relationship-driven partnerships, the organization will increase program effectiveness, open the door to new opportunities, and strengthen our impact throughout southern New Hampshire.

Strategic Priorities

1. Cultivate High-Impact Partnerships

- Identify and engage mission-aligned partners across nonprofit, public, private, and grassroots sectors.
- Build and create partnerships through agreements that define shared goals, roles, and outcomes.
- Prioritize partnerships that promote equity, access, and long-term community benefit.

2. Expand Strategic Networking and Visibility

- Actively participate in community coalitions, regional forums, and cross-sector networks.
- Strengthen leadership presence in key community spaces to increase organizational visibility and credibility.
- Leverage networking opportunities to identify emerging needs, innovations, and funding opportunities.

3. Strengthen Relationship Management and Communication

- Implement consistent systems for partner engagement, communication, and feedback.
- Foster transparent, two-way communication that supports trust, accountability, and shared learning.
- Highlight partnership successes through storytelling, data sharing, and public recognition.

4. Build Internal Capacity for Collaboration

- Equip staff and leadership with skills in partnership development, facilitation, and collaborative leadership.
- Align internal processes, decision-making, and resource allocation to support shared community goals.
- Embed collaboration and networking expectations into performance and operational plans.

5. Strengthen and Expand Programs and Client Satisfaction

- Develop additional program specializations to diversify clientele and increase referrals
- Leverage and utilize external partnerships and resources to enhance and expand program offering and options
- Identify and pursue emerging programmatic leaders with a focus on succession planning, diversification of specialization areas, and programmatic growth.

Expected Outcomes

Through this strategy, the organization will achieve stronger alignment with broader community needs, increased resource sharing, enhanced program outcomes, and build a reputation as a collaborative leader.

Measurement and Accountability

Progress will be tracked using key indicators such as number and quality of active partnerships, partner satisfaction, collaborative outcomes achieved and clientele growth and satisfaction throughout all programs. Regular reviews will ensure alignment with strategic goals and allow for adaptive learning.

Conclusion

This strategic plan affirms that community partnerships and networking are not supplemental activities, but essential mechanisms for achieving mission success. By intentionally investing in relationships and collaboration, the organization will strengthen its capacity to create lasting, positive change in the communities it serves and the programs that are offered. Nashua Center's first and foremost priority continues to be to provide specialized care that is customizable, reliable and innovative. This strategic advancement to increase partnerships and visibility will ultimately reflect in greater choice and strengthened opportunities throughout our programming.

Nashua Center Strategic Plan Matrix 2026 - 2029

Goal I: Transform Nashua Center into an outwardly focused, partner-driven organization.

(Strategic Priorities 1 and 2)

Objectives	Key Activities / Actions	Person/Dept Responsible	Year	Measurement / Evidence of Success
1. Advance the mission of Nashua Center	Ensure that the Executive Director and at least 75% of program leadership participate in one or more local or statewide professional organizations, coalitions, or committees.	Executive Leadership and Program Management	2027	Report on leadership participation in organizations. Assessment of impact on advocacy, collaborations, and mission advancement.
2. Develop the Board of Directors as a diverse group of individuals with varied skills, perspectives, and connections to effectively govern the organization and advance its mission.	<p>a. Strengthen the Board of Directors by recruiting new members who bring diverse skills, lived experiences, and community connections.</p> <p>b. Conduct annual board training and a governance assessment.</p> <p>c. Ensure that at 100% of board members actively participate in committees or mission-advancing activities to enhance effective governance and support the organization's mission.</p>	Board of Directors; Governance-driven	2027	Four new qualified board members added. Record of annual board trainings and participation. 100%-member participation in committees or activities.
3. Expand clients' opportunities for work, education, recreation and independence.	<p>a. Establish new partnerships.</p> <p>b. Strengthen existing partnerships with local service agencies and educational organizations.</p>	Day Services and LIFE-OP	2028	Six new partnerships established. Two existing partnerships strengthened.
4. Invest in professional development and offer ongoing training to build skills and provide a clear growth path.	<p>a. Establish a structured professional development program that provides staff with ongoing training, clear advancement pathways, and opportunities to build leadership skills.</p> <p>b. Deliver two leadership development trainings and offer (annual, bi-annual) opportunities for emerging leaders to participate in mentoring,</p>	HR Manager and Program Leadership	2028	Record of training, participation, and evaluation. Record of trainings, participation and evaluation.

	<p>project lead roles, or cross-department initiative.</p> <p>c. Develop a succession plan for executive leadership team and identify emerging internal and external potential candidates.</p>			
<p>5. Enhance learning opportunities within our programs by establishing staff and volunteer-led classes.</p>	<p>a. Design and launch a structured volunteer program that supports learning within our programs.</p> <p>b. Integrate volunteers into existing programs.</p>	<p>Day Services and LIFE-OP, Development</p>	<p>2029</p>	<p>Five active volunteers recruited.</p> <p>Two program areas expanded with volunteer-driven enrichment opportunities.</p>

**Goal II: Provide a continuum of services for clients who require minimal support for independence to those who require full-time care and housing.
(Strategic Priority 5)**

Objectives	Key Activities / Actions	Person/Dept Responsible	Year	Measurement / Evidence of Success
1. Explore options for respite house/room for emergency placements.	<p>1.1 Conduct a feasibility review of respite options by assessing and identifying location and staffing requirements.</p> <p>1.2 Establish coordinate respite options for emergency residential placements.</p>	Senior Manager of Residential Services	2026	<p>Prepare a report for board consideration.</p> <p>Document feasibility study identifying two respite options.</p>
2. Research and implement appropriate trends in programming for individuals with disabilities, including language translation technology.	<p>2.1 Identify emerging technologies or best-practice trends that enhance accessibility:</p> <ul style="list-style-type: none"> • language-translation tools, • adaptive communication supports, • assistive learning platforms. <p>2.2 Pilot at least one within Nashua Center programs.</p>	Director of Operations, Executive Director	2028	<p>Prepare a report with recommendations and timeline for implementation of a pilot project using technology.</p> <p>Evaluate the pilot including its impact and recommendations for next steps.</p>
3. Explore opportunities for expanding LIFE-OP to area community colleges.	3.1 Conduct outreach to at least one other local community college, complete a feasibility assessment, and present a recommendation to leadership on whether and how to expand LIFE-OP to another campus.	Director of Operations/Execute Director	2028	Report on feasibility of LIFE-OP expansion.
4. Accommodate a wider range of abilities with programming for specific needs.	4.1 Design and implement new program tracks tailored to specific support needs and enroll participants across each track.	Executive Leadership and Adult Program Management	2029	<p>New offerings established:</p> <ul style="list-style-type: none"> • American Sign Language • Traumatic Brain Injury • Enhanced mental health support <p>Number of participants and completers</p>
5. Explore programming for clients who need minimum support (<i>high independence Autism Spectrum Disorder</i>)	5.1 Determine feasibility of a <i>Transition-to-Independence</i> program for clients requiring minimal staff support.	Adult Programming	2029	<p>Establishment of program.</p> <p>Number of participants and completers .</p>

Goal III: Strengthen The Children’s Pyramid such that it remains a vibrant and financially stable service for young children.

(Strategic Priority 5)

Objectives	Key Activities / Actions	Person/Dept Responsible	Year	Measurement / Evidence of Success
1. Align TCP’s branding, promotion, and mission with Nashua Center.	<p>1.1 Fully integrate TCP’s branding, promotional materials, and mission language with Nashua Center by updating all materials (website, brochures, signage).</p> <p>1.2 Train staff on consistent messaging, ensuring 100% adoption across programs.</p>	TCP and Development	2027	<p>Completion of branded materials.</p> <p>Staff training agenda and participation.</p>
2. Reduce the revenue gap by 50% over three years.	<p>2.1 Eliminate use of 12 Simon Street, transitioning all operations to more cost-effective locations.</p> <p>2.2 Negotiate improved reimbursement rates in Region Six and adjust client counts to achieve financial stability (contingent upon improved reimbursement).</p> <p>2.3 Increase the number of clients served in Region 10 by 25%.</p> <p>2.4 Reduce TCP’s revenue gap by 50% through operational consolidation, technology-driven service delivery, and strategic client and reimbursement management.</p> <p>2.5 Evaluate and document feasibility for expansion into additional regions, including Manchester and Monadnock, or consolidation with another entity.</p>	TCP Director, Executive Director, Business Manager	<p>2026</p> <p>2026</p> <p>2026</p> <p>2027</p> <p>2028</p>	<p>Move from 12 Simon Street.</p> <p>Improved reimbursement rates.</p> <p>Number of Region 10 clients.</p> <p>Financial reports and audit.</p> <p>Results of feasibility study.</p>
3. Explore models for additional group therapies and parent education.	<p>3.1 Complete needs assessments, surveying families reviewing best practices and determining feasibility.</p> <p>3.2 Research, evaluate, and pilot at least two new models for group therapies.</p> <p>3.3 Research and pilot one parent education program.</p>	TCP Director/Executive Director	<p>2028</p> <p>2028</p> <p>2028</p>	<p>Results of needs assessment</p> <p>Implementation of new models</p> <p>Report on parent education pilot</p>

**Goal IV: Provide a supportive work environment to attract, train, and retain dedicated staff.
(Strategic Priority 4)**

Objectives	Key Activities / Actions	Person/Dept Responsible	Year	Measurement / Evidence of Success
1. Expand flexible work options to improve recruitment and retention.	1.1 Offer flexible work options such as adjusted schedules, hybrid or remote opportunities where appropriate, and tailored accommodations.	HR, Day Services and LIFE-OP Managers, Director of Operations, Executive Director	2026	Enhance recruitment and reduce turnover by 10%.
2. Design and implement a comprehensive staff training plan that strengthens skills, supports professional growth, and improves service quality	2.1 Pilot a peer-to-peer learning and mentoring structure.	HR Manager/Executive Director/Director of Operations	2026	Record of participation and satisfaction.
	2.2 Enter full implementation based on success.		2027	Develop a comprehensive staff training plan.
			2027	Staff self-evaluations.
3. Achieve a 10% increase in staff recruitment and ensure that 100% of staff complete annual training requirements.	3.1 Improve staff training, support, and retention by developing at least two ongoing partnerships with local organizations that provide professional development, wellness resources, or training programs.	HR Manager and Program Leadership	2027	Improved staff retention rates. Decrease in staff openings.
	3.2 Implement strategies to effectively train, support, and retain staff through mutually beneficial partnerships with local organizations.		2027	Staff training agendas and attendance. Staff training evaluations.
4. Implement inclusive hiring practices and training to prevent discrimination and foster a culture of belonging.	4.1 Strengthen and consistently apply inclusive hiring practices and staff training that promote equity.	HR Manager/ Executive Director/Compliance Manager	2027	Staff roster.
	4.2 Review and update recruitment materials and processes.			Updated materials that meet guidelines.
	4.3 Ensure 100% of staff receive annual training on inclusive and non-discriminatory practices.			Staff training agenda and participation.
	4.4 Measure impact through annual staff surveys, aiming for an increase in staff reporting a sense of satisfaction.			Results of staff surveys.

	4.5 Partner with and leverage the support of organizations who promote diversity, inclusivity, and creative hiring		2027	Results of collaboration with organizations.
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Goal V: Develop and implement a comprehensive fundraising strategy that strengthens and diversifies revenue streams.

(Strategic Priorities 1 and 2)

Objectives	Key Activities / Actions	Person/Dept Responsible	Year	Measurement / Evidence of Success
1. Increase Taste of the Towns revenue by 25% by 2029.	1.1 Recruit and onboard at least three non-board or board community members to join the development committee, broadening expertise and community engagement.	Director of Development and Board Development Committee	2026	Committee membership.
	1.2 Increase board participation in event planning and fundraising by ensuring 100% of board members commit to attending the event and at least one event-related role (e.g., outreach, sponsorship, auction items, etc. as outlined in the fund development plan).		2026	Record of board member involvement. Report of year over year revenue for Taste of the Towns.
	1.3 Complete a market comparison of similar events, analyze attendee feedback and cost projections, and recommend ticket price adjustment.		2026	Completed study with recommendations.
2. Increase grant revenue by 25% by 2029.	2.1 Establish a data tracking system for tracking program and individual impact.	Director of Development and Board Development Committee	2027	Data base for tracking clients and outcomes.
	2.2 Increase the number of grants submitted by 25%.		2028	Financial reports and audit. Board recommendation.
	2.3 Explore investing in grant writing part-time minimum position.		2028	Create a feasibility study for justification of part time grants and communication position.
3. Reduce staff time spent on content development by at least 50%.	3.1 Implement AI-driven tools to support the creation of newsletters and social media content.	Director of Development and Board Development Committee	2027	Implementation and impact of AI.
	3.2 Explore AI to reduce workload for communication.		2027	Improved staff efficiency.
	3.3 Ensure consistent monthly posting across all platforms.		2027	Review of print and technology.

<p>4. Maximize technology, including AI, to instruct, measure client outcomes, and collect data.</p>	<p>4.1 Enhance data collection efforts to track client progress and streamline data collection through electronic means.</p>	<p>IT</p>	<p>2028</p>	<p>Implementation of electronic data collection.</p>
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**Goal VI: Create a secure, reliable, efficient, technology plan aligned with our mission to improve efficiency, reduce costs, and better serve our clients.
(Strategic Priority 5)**

Objectives	Key Activities / Actions	Person/Dept Responsible	Year	Measurement / Evidence of Success
1. Establish a comprehensive and robust strategy for maintaining and growing technical support.	1.1 Establish a Technology Steering Committee to review needs, monitor risks, evaluate progress, and ensure alignment with organizational strategy and budget. 1.2 Determine skills required for committee membership.	Executive Director, IT Specialist	2027	Established IT Steering Committee. Technical support strategic plan with action steps and annual tracking.
2. Conduct a technology assessment.	2.1 Prepare an inventory of existing hardware and software, with a 5-year timeline for technology upgrades. 2.2 Evaluate hardware, software, cybersecurity, network performance, and staff needs and establish a plan for support. 2.3 Prioritize upgrade and replacement needs with a timeline, including expansion of IT support. 2.4 Develop a budget for short- and long-term purchase, replacement, upgrade and maintenance.	IT Specialist, IT Steering Committee Board representative	2026	IT inventory of current assets. Plan for upgrade. Implementation recommendations. Budget plan.
3. Develop a plan for implementation, maintenance, upgrade and replacement of hardware and software.	3.1 Contract for technology support, including cybersecurity. 3.2 Plan for on-going maintenance and upgrade. 3.3 Enhanced cybersecurity, data protection and enhanced IT Support.	IT Specialist, IT Steering Committee Board representative	2027	Contract for IT services. Contract for maintenance. Staff evaluation of IT.
4. Implement a consistent data collection and management system.	Collect data for	IT Specialist, Executive Director	2028	

**Goal VII: Create a comprehensive Compliance Manual to use as a guide for all federal, state, local, and funding related compliance submissions and measures.
(Strategic Priorities 4 and 5)**

Objectives	Key Activities / Actions	Person/Dept Responsible	Year	Measurement / Evidence of Success
Create a comprehensive Compliance Manual.	1. Research all federal, state and local requirements for reporting and establish framework of a manual.	Compliance Manager and Leadership input, Development	2026	Outline for Compliance Manual.
	2. Create a guide for all reporting requirements of the organization encompassing HR, Business Office and regulatory programmatic requirements and evolve into a compliance manual.		2026	Spreadsheet of grants and reporting requirements.
			2028	Compliance Manual for board approval.
	3. Create an annual auditing calendar for the organization.		2028	Calendar of auditing deadlines.

Attachment A

Prepare for a capital campaign to modernize and enhance our facility—improving safety, comfort, and capacity for future growth while honoring the dignity and needs of our clients.

Preliminary Implementation Timeline

- **Phase 1: Campaign Readiness & Visioning**
July – October 2026 (4 months)

Confirm campaign purpose and preliminary goals; develop campaign vision; engage architect; initiate site studies and construction management RFP; assess organizational readiness; begin case for support development.

- **Phase 2: Feasibility Study**
November 2026 – February 2027 (4 months)

Conduct feasibility study to test campaign goal, case for support, and project vision; analyze findings; present results and recommendations to the board; confirm decision to proceed.

- **Phase 3: Planning & Pre-Launch**
March – July 2027 (5 months)

Finalize campaign goal, gift range chart, and leadership structure; complete campaign materials and messaging; confirm solicitation strategy; prepare board and volunteers for major gift conversations.

- **Phase 4: Quiet Phase**
August 2027 – July 2029 (24 months)

Conduct personal meetings with lead and major donors; secure 70–80% of the campaign goal; continue targeted cultivation and stewardship.

- **Phase 5: Public Phase**
August 2029 – July 2030 (12 months)

Launch campaign publicly; broaden donor outreach; complete fundraising goal.

- **Phase 6: Completion, Celebration & Engagement**
August 2030 – January 2031 (6 months)

Conclude campaign; recognize donors and volunteers; host a culminating celebration; transition supporters into ongoing stewardship.