



FOR YOUTH DEVELOPMENT®  
FOR HEALTHY LIVING  
FOR SOCIAL RESPONSIBILITY

# Y-USA ACCOUNTABILITY

Y-USA METRICS AT-A-GLANCE  
JANUARY – DECEMBER 2024



# INCREASING TRUST BETWEEN YMCAs AND Y-USA

Y-USA is committed to strengthening YMCA trust in us by:

- Transparently sharing key data about Y-USA
- Expertly delivering on our strategic plan promises

Y-USA maintains an Accountability Portal on Link to deliver on the above two commitments, and the portal is updated quarterly.

## METRICS AT-A-GLANCE: 2024

**The following report shares high-level dashboards of key 2024 organizational data from Y-USA in different areas, including:**

- CEO Survey Results
- Service Delivery
- Training
- Financial
- Strategic Plan Progress

This report summarizes key organizational data found on Link and within Y-USA's Accountability Portal. Each page links to additional details.

## GO BEYOND THE METRICS AT-A-GLANCE

- [Accountability Portal](#)
- [About Y-USA](#)
- [Y-USA Strategic Plan](#)

## QUESTIONS

if you want more information or have questions about, please email Y-USA's SVP of Strategic Alignment and Research [Heather Hughes](#).

# Y-USA METRICS AT-A-GLANCE

AS OF DECEMBER 31, 2024

## 2024 CEO SURVEY



**316**

CEOs took the survey

**-5**

Y-USA NPS per annual

**+30**

Y-USA's Net Promoter Score is up 30 points from last year, exceeding typical NPS year to year growth rates.

**27%**

27% of CEOs are Promoters, up from 17% in 2023.

44% of CEOs indicate high levels of trust of Y-USA.

## SERVICE DELIVERY



**666**

Projects

312 unduplicated Ys served

**2,113**

Light Consults

563 unduplicated Ys served

**75.41**

Avg. NPS for Alliance Projects/Light Consults

**82**

Avg. NPS for Hubs Light Consults

**67.31**

Avg. NPS for Y-USA Projects/Light Consults

**44**

NPS for Y-USA Support to Alliances and Hubs per annual survey

## TRAINING



**176,177**

Courses and certifications completed as of Q4 2024

**83%\***

Job performance enhanced through skills taught

**56\***

Average NPS

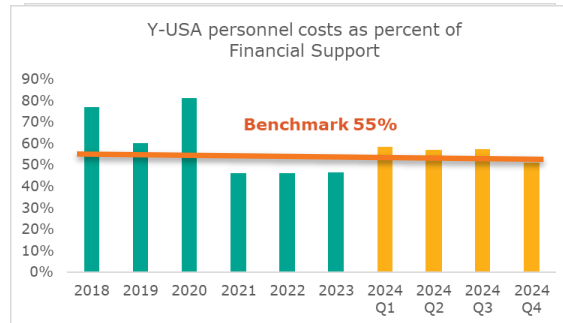
**86%\*** Agreed or strongly agreed that the course objectives were met

## Y-USA FINANCIALS

**\$64.2M**

Grants and support payments passed through to YMCAs\*

161 days cash on hand



## STRATEGIC PLAN PROGRESS

**83%**

Advance Operational and Program Excellence

**73%**

Elevate the Employee Experience

**83%**

Build Trust and Facilitate Co-planning

# 2024 CEO SURVEY KEY FINDINGS AND RESPONSES



**316**

CEOs took the survey

**-5**

Y-USA  
NPS per annual survey

**+30**

Y-USA's Net Promoter Score is up 30 points from last year, exceeding typical NPS year to year growth rates.

**27%**

27% of CEOs are Promoters, up from 17% in 2023.

44% of CEOs indicate high levels of trust of Y-USA, up 2% from 2023.

## Priorities Identified

- Building back training and leadership development remains high priority.
- CEOs prioritized Membership, Fundraising, and Leadership Development as the top three practice areas.

## Y-USA Responses via Uniting for a Healthy Future Strategic Plan

### Training/Leadership Development

- Learning Content Library available in Fall 2023 with **50,000 LinkedIn Learning Licenses free to Ys to the next 3 years** through a grant to Y-USA for learning support.
- **Learning Centers** will provide more intentionally integrated, streamlined learning and leadership development.

#### **We believe this change will enhance the YMCA and learner experience by:**

- Extending the number of partners (Learning Centers) from 8 to 12 to ensure more modern, accessible, and affordable learning is available to all Ys and staff.
- Directly providing training in the highest prioritized learning areas.
- Providing support and guidance to Ys to equip them to deliver training locally.
- Supporting the overall learning and leadership development of Ys in the identified states.
- Identification of local YMCA Leaders to champion learning, leadership development, and training.

### Membership

Though each YMCA is unique in its characteristics, strengths, challenges and opportunities, our goal is to develop flexible tools that facilitate growth. These tools will include a Membership Pricing Assessment, Market Analysis Guide, Self-Assessment Questionnaire, Pricing Model Calculator, Proven Local Y Membership Models, Persona Development Strategies, and a Membership Model Strategy Worksheet.

A set of local Ys are moving into testing a multi-step framework around membership models and pricing: Step 1: Market Analysis; Step 2: Price & Value Assessment; Step 3: Identifying Membership Model; Step 4: Choosing Your Model

### Fundraising

In March, Y-USA launched its first of three [Donor Engagement Fundraising Toolkits](#) designed to provide Ys with a complete and comprehensive resource that can be used to complement their existing campaigns or used on its own. Designed for Ys of any size, this toolkit focused on helping Ys "Send A Kid to Camp" and contained instructions and materials to implement plug-and-play giving appeals, including campaign calendars, best practice tactics, marketing collateral, appeal letters, instructions on how to segment data, data tracking suggestions and other stewardship tools.

[Full 2024 CEO Survey Results](#)

# Y-USA SERVICE DELIVERY METRICS FY 2024



**666**

Projects  
312  
unduplicated Ys  
served

**2,113**

Light Consults  
563  
unduplicated Ys  
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**75.41**

Avg. NPS for Alliance  
Projects/Light Consults

**82**

Avg. NPS for Hubs Light  
Consults

**67.31**

Avg. NPS for Y-  
USA  
Projects/Light  
Consults

**22**

NPS for Y-USA  
Support to Alliances  
and Hubs per annual  
survey

In Fiscal Year of 2024, Y-USA and partners logged and completed 2,878 projects and light consults.

- Y-USA conducted 1,185 projects and light consults (42%) with an average NPS of 67.31
- Alliances conducted 569 projects and light consults (21%) with an average NPS of 75.41
- Service Delivery Hubs conducted 1,025 projects and light consults (37%) with an average NPS of 82
- Y-USA has an average of a 22 NPS for overall support of Alliances and Hubs

The most common project categories were: strategy planning, executive transition, board leadership and human resources

Service Delivery Partners gave Y-USA an NPS of 44 for their experiences with Y-USA's Network Partner Support functions in the 2022 survey.

# Y-USA TRAINING METRICS

## Q4 2024



# 176,177

Courses and Certifications Completed

# 83%\*

Job performance enhanced through skills taught

# 56\*

Average NPS

# 86%\*

Agreed or strongly agreed that the course objectives were met

\*represents 2023 and 2024

Based upon a review of evaluations from the highest attended courses taken in 2023 through Q4 2024. YMCAs rank Y-USA's offerings highly. In particular:

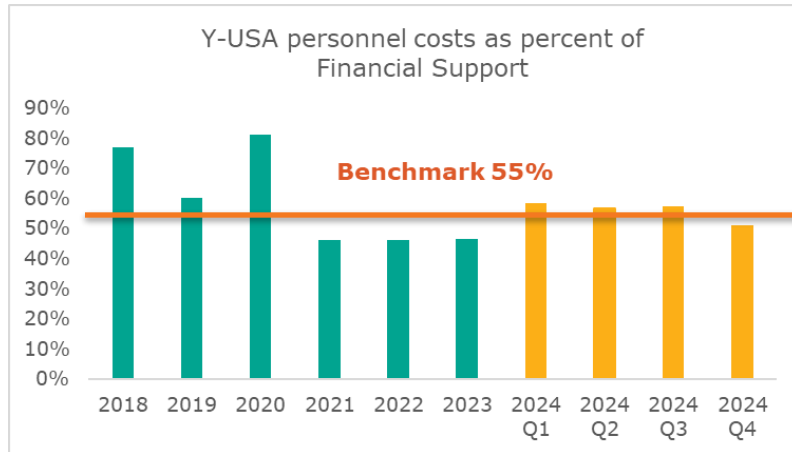
- The combined NPS for the course with the most evaluations, YMCA Lifeguard, was 36\*.
- 83%\* of respondents indicated that their job performance would be enhanced through skills taught in the courses
- 86%\* of respondents agreed or strongly agreed that the course objectives were met

# Y-USA FINANCIAL METRICS AS OF DECEMBER 31, 2024

**\$64.2M**

Grants and support payments passed through to YMCAs\*

161 days cash on hand



\*Includes grants to Ys and support payments for Y360 and YESS

- Through Q4 2024, Y-USA distributed more than \$64.2 million to the Y network via support payments and grants
- As of Q4, 2024, Y-USA had 161 days of cash on hand, exceeding the target of two months
- In Q4 2024, 51% of Y financial support went to Y-USA personnel costs

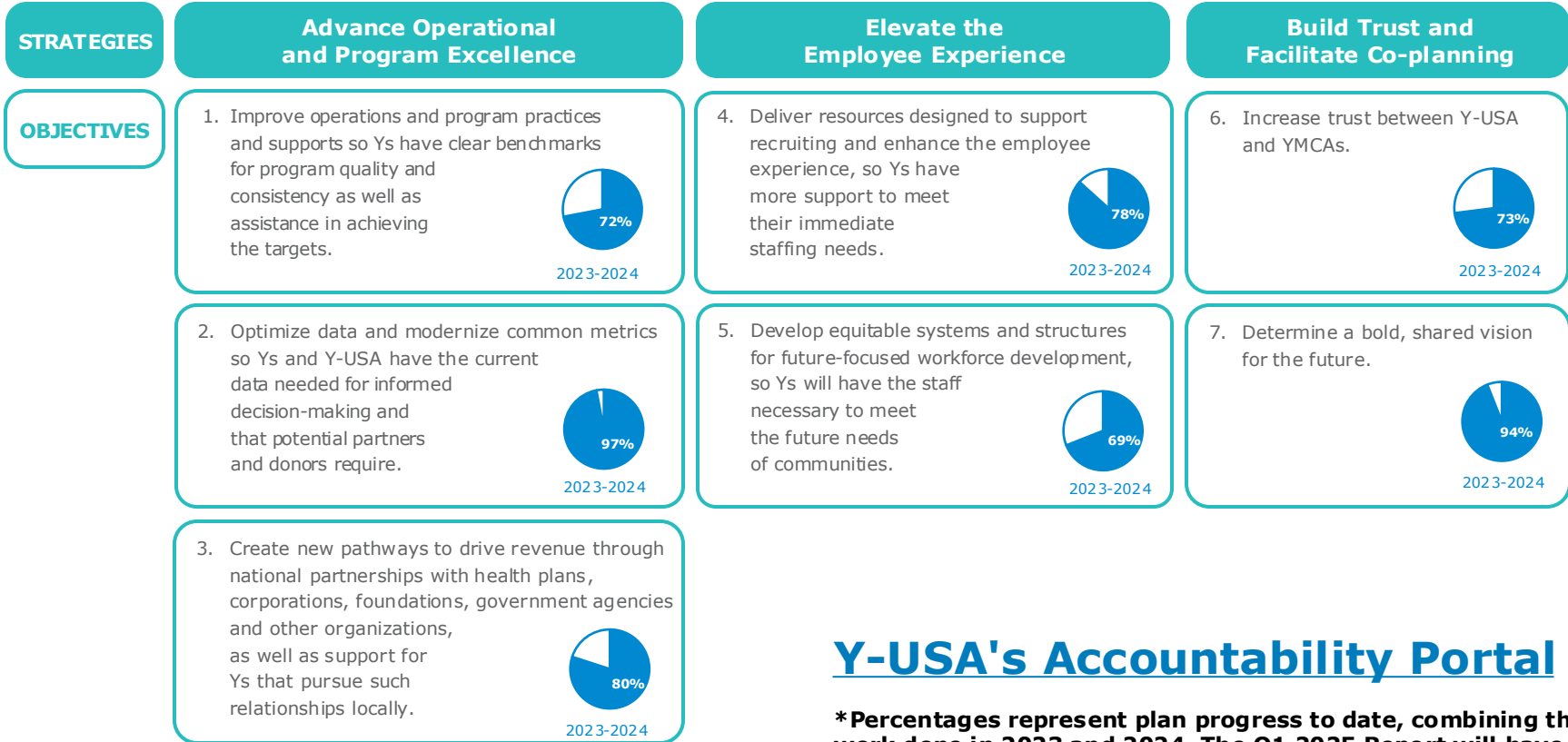
## Additional Resources

[Y-USA's finances](#)

[Y-USA Staff List](#)

[Y-USA's Organizational Architecture](#)

# OVERVIEW: PLAN PROGRESS TO DATE\*



## Y-USA's Accountability Portal

**\*Percentages represent plan progress to date, combining the work done in 2023 and 2024. The Q1 2025 Report will have 2025 planned work as part of the progress.**