



FOR YOUTH DEVELOPMENT®  
FOR HEALTHY LIVING  
FOR SOCIAL RESPONSIBILITY

# TRANSFORMING LIVES BUILDING COMMUNITY

**The Family YMCA  
Strategic Plan 2018**



**Mission:** To build individual, family and community strength by focusing on youth development, healthy living and social responsibility.

**Vision:** Our Y will be a leader in strengthening communities through Youth Development, Healthy Living and Social Responsibility programs and initiatives.

**Impact:** To serve and nurture the potential of individuals all ages, abilities and backgrounds; to improve our community's health and well-being and; to provide opportunities to give back and help neighbors in need.

**Values:** Caring, honesty, respect and responsibility will guide all interactions and decisions.

**Inclusion and Engagement:** To ensure everyone feels welcome at the Y, has equitable access to programs and services, and has opportunities to build meaningful relationships with other members, staff and volunteers at all levels.

**Priorities:** In order to respond to critical community issues in youth development, healthy living and social responsibility, our Y will focus on the following goals:

**GOAL 1: STRENGTHEN PROGRAMS AND GROW MEMBERSHIP:** The Family YMCA will be a respected leader in youth development, healthy living, and social responsibility by developing programs and services that meets the needs of the communities we serve and foster membership experiences that are exceptional.

Strategies:

1. Revitalize and enhance the membership experience to increase long-term member engagement through the use of Daxko Engage.
2. Expand membership.
3. Increase participation in youth and adult programs.
4. Increase community education on benefits of healthy living.
5. Increase community awareness of our Y as a leader in youth development, healthy living and social responsibility and as a charity of choice.

**GOAL 2: BE FINANCIALLY FIT:** The Family YMCA recognizes that maintaining financial stability will enhance our position in the communities we serve; therefore, it is our goal to operate in a fiscally sound manner to ensure positive cash flow and long-term stability, while providing for replacement and upgrades of assets.

Strategies

1. Develop a culture of philanthropy among members, staff, board and volunteers that defines the Y as a charitable choice for annual and planned giving.
2. Implement a major gifts initiative to retire debt in 3-5 years to ensure the Y's continued ability to serve our community with relevant programs and facilities.
3. Increase the Y's reserve account by depositing 1% of our budgeted revenue.

**GOAL 3: DEVELOP CAUSE-DRIVEN, HIGH PERFORMING STAFF:** The Family YMCA's future success is contingent on obtaining and engaging talented staff that reflect the diversity of our service areas; therefore, our goal is to retain, recruit, educate, and develop staff and produce Y leaders, global leaders and ambassadors.

Strategies:

1. Recruit, develop and nurture a vibrant, diverse group of volunteer and staff leaders at every level of the organization.
2. Foster a culture of philanthropy among staff.

**GOAL 4: DEVELOP A CAUSE DRIVEN, COMMITTED BOARD:** In order to achieve our strategic goals, the Y realizes it must have effective and passionate key volunteers; therefore, our goal is to develop a board of community and collaborative-minded and informed core of volunteers who are committed to the success and the growth of the Y and its mission.

Strategies:

1. Recruit board members who reflect our diverse membership and communities we serve as well as identified skills and expertise required to forward our strategic plan.
2. Increase board member activity at meetings, special events, and trainings resulting in an informed and engaged Board working together to forward the Y's mission.
3. Develop opportunities that align board members strengths to the Y's fundraising goals.

**GOAL 5: PROVIDE FACILITIES THAT MEET MEMBER AND STAFF NEEDS AND MAXIMIZE MEMBER EXPERIENCE:** The Family YMCA recognizes that to maximize the benefits to its members, staff and program operations, it needs to maintain and improve facilities and program space in a fiscally responsible manner.

Strategies:

1. Develop a plan for expansion to accommodate membership and program growth and our ability to serve more individuals, youth and families.
2. Update and maintain our facilities and equipment that will attract and retain members.
3. Consolidate Y's vehicle fleet.

### **OUR STRATEGY SCREEN**

How we determine our strategic initiatives

- Does it align with our mission?
- Will it result in a measurable, credible outcome that will achieve a substantial impact, transform lives and deliver community benefit?
- Will it enhance, preserve or start a collaborative relationship?
- Does it build the capacity of our YMCA?
- Will it improve our market position and improve our position as a community leader?
- Does it support the Y's branding strategies and align with our focus on Youth Development, Healthy Living and/or Social Responsibility?
- Is it financially viable and sustainable?
- Does it strengthen relationships with our members, donors, and community leaders?
- New programs or services cannot reduce association revenue unless the program/service is of significant value to our mission and a significant community service.