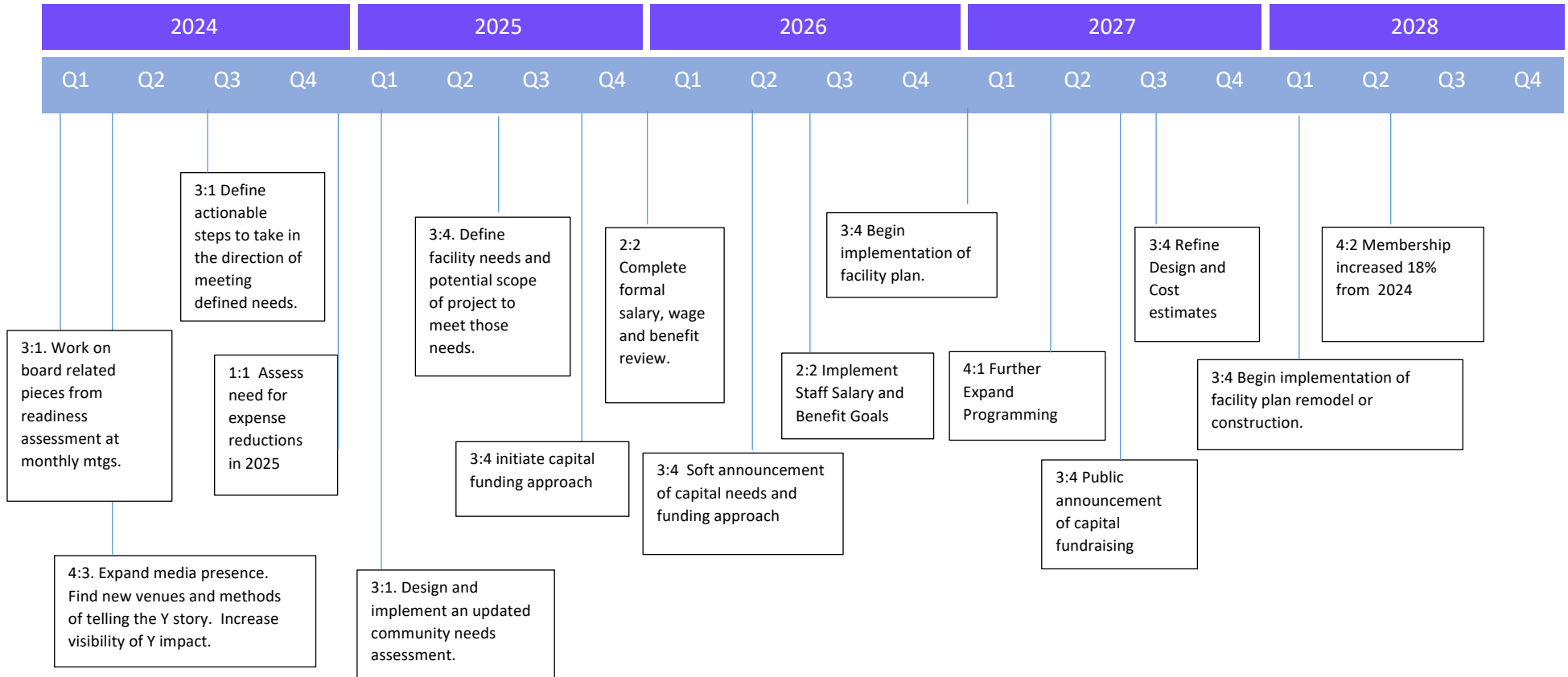


The Family YMCA Strategic Plan 2024 Through 2028



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

Vision: The Family YMCA will be the regional 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 and abilities, improve our community's health and well-being; provide opportunities to give back, helping 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, The Family YMCA will focus on the following goals:

Goal 1: BE FINANCIALLY FIT: With a long term goal of operating in a fiscally sound manner, balancing a positive cash flow by providing for the ongoing replacement and upgrade of assets, in 2024 we will focus on continuing to stabilize current revenue streams and exploring new revenue sources to help increase our fiscal health.

Strategies and Action Steps:

1: Revenue Stabilization (Finance Committee)

- Continued review of revenue projections to determine needed adjustments.
- Review membership pricing and explore model revisions (PM) Q3: 2024
- Establish price increases and new pricing model Q2 2025
- Assess budget performance and any needed response by EOY 2024

2: Explore expansion of revenue sources (Finance/Executive Committee)

- Examine the feasibility of expansion through program opportunities in 2024 & 2025
- Identify more specialized programs as fundraisers. 2024

Goal 2: 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, educate, and develop staff and produce leaders to serve our Y and our community.

Strategies and Action Steps: (HR Committee)

1: Complete process began in 2022 of gathering more information from staff on issues affecting recruitment and retention.

- Solicit feedback across the Y with all levels of staff through surveys, questionnaires and interviews to document the common themes and issues affecting retention; review findings; strategize solutions. Q4:2024
- Engage staff in readiness assessment process for expanded fundraising Q4: 2024

2: Explore additional benefits and incentives that would increase retention. (HR Committee)

- As part of the process in #1 (above) solicit feedback in particular to desired benefits.
 - Complete salary review and determine feasible salary and benefit goals. Q2:2025
 - Complete implementation of desired wage and benefit goals by Q1: 2026
- 3: Increase engagement in cause driven leadership throughout all levels of staff.

- Identify through staff input what support is needed and how to increase engagement.
- Develop training opportunities that are easily accessible to all levels of staff

GOAL 3: PROVIDE FACILITIES THAT MEET MEMBER AND STAFF NEEDS AND MAXIMIZE MEMBER EXPERIENCE:

The Family YMCA recognizes that to best serve our membership and to offer programs that meet the growing demands of our community, we must accurately identify and address issues concerning our facilities and program space in a fiscally responsible manner.

Strategies and Action Steps:

1: Identify and define facility needs that will serve evolving community over the next twenty years.

- Leverage the facilities committee as the driver of this process.
- Implement an updated community needs assessment. Q4 : 2024
- Engage other Y's to help initial assessment of direction.
- Define actionable steps to take in the direction of meeting defined needs.
- Work on board related pieces from readiness assessment.

2: Increase efficiency in the use of our current facilities and program space.

- Review current space usage and consider short term facility modifications and reconfigurations to best serve our members – potential repurposing of spaces.

3: Continue with manageable repairs and upgrades to our existing facility.

- Facilities committee will continue to identify and prioritize major capital facility improvements that can be managed within the annual budget. Ongoing

4: Develop a plan to meet facility needs as identified in number one of this section.

- Initiate a Capital financing committee Q3 : 2024
- Define the project scope and perform a feasibility assessment Q2 : 2025
- Initiate capital funding approach. Q3 : 2025
- Implementation of facility plan begins. Q1 : 2027

GOAL 4: STRENGTHEN MEMBERSHIP AND PROGRAMS TO MEET COMMUNITY NEEDS: The Family YMCA will be a respected leader in youth development, healthy living, and social responsibility by providing programs and services that keeps the Y relevant and meets the needs of the diverse communities we serve and foster membership experiences that are exceptional.

Strategies and Action Steps:

1: Continue developing relevant partnerships in the community.

- Continue to grow partnership with the Town of Taos.
- Meet with City of Espanola and Rio Arriba County Commissioners to foster a more fluid working relationship. Q2:2024

- Assure YMCA has a strong presence with LAC Parks & Rec. Q1:2024
- Solidify expanded regional programming. Q2:2026

2: Revitalize Memberships.

- Increase memberships at the main facility by 4% in 2024.
- Finalize modernizing technology to provide a digital interface for registration, information and all relevant aspects of member and participant interface. Q4:2024
- Explore different Membership Models and pricing structures. Q1: 2025
- Explore the potential of self service hours in a limited part of the facility.
- Identify and address issues of consistency in member participant experience.
- Increase membership by 18% beyond 2024 goal by 2028.

3: Increase program participation through intentional marketing strategies.

- Identify gaps in service for our community through assessment survey. Q4:2024
- Expand media presence to all relevant platforms through developed marketing plan.
- Review and revise website as needed to ensure it is user friendly.
- Continue to tell the Y story. The Y is more than just a gym and highlight the variety of programs and community impact.
- Explore expanded programming for seniors, potential partnership with LARSO
- Expand middle school programming.