



FOR YOUTH DEVELOPMENT®
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY

GROWING COMMUNITY

A STRATEGY ROAD MAP FOR THE OCEAN COMMUNITY YMCA

2023-2028



OUR FOUNDATION

The Y's mission is our reason for being, and the Y's cause is our mission in action—a promise to do everything in our power to inspire the common good and make life better for individuals, families, and communities. **GROWING COMMUNITY** draws motivation and direction from both.

The successful implementation of the prior Strategic Plan strategies, performance metrics and goal achievement reflect the commitment of Board and Staff Leadership to achieve desired impact of the organization and proceed forward with new opportunities and pressing community needs and challenges.

Local and national trends continue to be factors in defining how we will strengthen our capacity to serve our community and explore the opportunities to make it the best it can be. This is a "living" plan; we are committed to long-term impact, and we recognize the need to continuously adapt our strategies as our environment changes.

OUR MISSION

To put Christian principles into practice through programs that build a healthy spirit, mind and body for all.

OUR CAUSE

At the Y, strengthening community is our cause. Every day, we work side-by-side with our neighbors to make sure that everyone, regardless of age, income or background, has the opportunity to learn, grow and thrive. That's why we focus our work in three areas:

- **Youth Development**—nurturing the potential of every child and teen
- **Healthy Living**—improving the nation's health and well-being
- **Social Responsibility**—giving back and providing support to our neighbors



OUR STRATEGIC ADVANTAGES

“Traits” using our unique assets and outstanding execution

- Since 1928, the Y’s community presence and legacy is a well-known and a respected brand which promotes Youth Development, Healthy Living & Social Responsibility.
- Established relationships with municipalities, community organizations and major private institutions.
- A multi-generational membership focused on relationships and belonging that is inclusive and diverse.
- Financial assistance provided to all to ensure access to all.
- Well structured, dedicated and passionate employees and volunteers committed to serving their communities and developing community leaders.
- Nationwide Membership.
- Strength in financial development as a 501(c)3 organization
- Wide variety of scalable and quality offerings.
- Partnership with YMCA of the USA providing access to technical and operational support.
- Location of YMCA Branches
- Camp Watchaug and our adaptable camp programs
- The Washington Trust Ice Rink
- Aquatic facilities and programs focused on water safety, education and well being.

OUR STRATEGY SCREEN

Set of criteria we will use to discern whether a strategy is congruent with our desired impact and priorities
Will the strategy:

- Supports our mission, impact and focus on Youth Development, Healthy Living and Social Responsibility.
- Enhances our current strategic advantages and develops new ones.
- Meets or exceeds Y-USA’s best practices, industry standards or other nationally recognized standards of performance.
- Demonstrate analysis of unmet needs and underserved groups within our service areas.
- Strengthens relationships with our members, donors and community leaders.
- Seeks partners who support our mission and help us meet identified critical community needs.
- Provides board a level of comfort through deliberate analysis before engaging in a new project or taking on increased risk for the association.
- Consistently allows for evaluation of programs and services with measurable outcomes not just in numbers but in impact and community benefit.
- Positively impacts our staff, capacity and resources.
- Ensures us as a charitable organization

NEW BIG QUESTIONS

Considering current community trends, organizational capacity, stakeholder feedback, volunteer and staff input the following **Big Questions** are reflective of the challenges facing our YMCA.

- What partnerships can we develop within our service area locations to provide services to the underserved?
- How do we recover from the pandemic?
- How do we raise \$1,000,000 annually?
- How we prioritize and decide additional areas/populations to serve?
- How do we develop our boards, staff and volunteers to reflect the population in our service area?
- How do we recruit, train and retain staff in order to fulfill our mission?
- What organizational structure supports our future growth?
- How do we position our presence to serve and engage all segments of our communities and service areas?
- How do we improve energy, efficiency, resilience and sustainability of our facilities?
- How do we address existing and emerging health needs in our service areas?

ORGANIZATIONAL PRIORITIES

Our YMCA’s response to these questions is to pursue **Organizational Priorities** and **Strategies** that will:

Organizational: Uplift Communities

- In order to serve more people and expand the YMCA’s presence, we will enhance partnerships to support our strategic direction of facility and program expansion in meeting community needs

Programmatic: Strengthen Relationships

- With a promise to serve more individuals our YMCA will grow membership and expand programs through focused strategies, enhancing staff and strong relationship development

Operational: Build Sustainability through Philanthropy and Fiscal Management

- To meet our strategic directions the YMCA will commit to a deliberate focus on fund development thereby ensuring financial stability and greater impact.
- Improve energy efficiency, resilience and sustainability of our Facility

Operational: Strengthen Our Resources

- To achieve our overall organizational initiatives, we will sustain and strengthen our board governance.
- Recruit, develop and retain staff and volunteers



OUR ORGANIZATIONAL PRIORITIES

Our organizational priorities are an articulation of how our YMCA’s response to our big question will be brought to life.

ORGANIZATIONAL PRIORITY	ORGANIZATIONAL STRATEGIES	MEASURABLE OUTCOMES
<p>ORGANIZATIONAL: <u>Uplift Communities</u></p> <p>In order to serve more people and expand the YMCA’s presence, we will enhance partnerships to support our strategic direction of facility and program expansion in meeting community needs</p>	<p>Gather data for community demographics – areas of need</p> <p>Identify underserved populations.</p>	<p>Provide programs based upon needs of community</p> <p>Developed list with action items for outreach</p> <p>Increased membership from underrepresented municipalities</p>
	Identify local partnerships	Develop yearly outreach calendar
	Survey participants at end of event/program	Metrics will success of program
ORGANIZATIONAL PRIORITY	ORGANIZATIONAL STRATEGIES	MEASURABLE OUTCOMES
<p>PROGRAMMATIC: <u>Strengthen Relationships</u></p> <p>With a promise to serve more individuals our YMCA will grow membership and expand programs through focused strategies, enhancing staff and strong relationship development</p>	<p>Healthy Adult programs- diabetes prevention, Livestrong, arthritis programs</p>	<p>Meet specific protocol established by program</p>
	Partner with other agencies to offer programs to children with special needs	Identify 1 agency per branch
	<p>Multiple Sports Programs for all ages:</p> <p>Teen basketball- reach out to high schools for coaches and players</p>	4 teams for high school kids by December 2023
	Implementation of Preschool Day Camp	By 2024
	Increase capacity at camp by revamping Waterfront and expanding facilities	Enrollment will increase 20%
	Conduct survey/focus group to gauge interest and need for teen programming and specialty programming	Survey to be created and distributed to existing members
	<p>Maximize space and amplify Arcadia – town relationships.</p> <p>Reposition space at Westerly branch</p>	<p>New Arcadia Branch</p> <p>New space at Westerly branch</p>

ORGANIZATIONAL PRIORITY	ORGANIZATIONAL STRATEGIES	MEASURABLE OUTCOMES
	New Y branch in new city	New Branch of OCY
<p>OPERATIONAL:</p> <p><u>Build Sustainability through Philanthropy and Fiscal Management</u></p> <p>To meet our strategic directions the YMCA will commit to a deliberate focus on fund development thereby ensuring financial stability and greater impact.</p> <p>Improve energy efficiency, resilience and sustainability of our Facility</p>	Bolster online presence	Launch of new website
	Research new CRM software for Development	Selecting new CRM system
	Continue to build reserves for capital improvements	Track replacements for budgeting purposes
	Evaluation for sustainable/green initiatives	Adoption of alternative, energy efficient systems
	<p>Increase endowment 10 %.</p> <p>Work w/local financial planners to identify donors.</p> <p>Steward special donors towards building endowment.</p>	Increase # donor events for cultivation.
	<p>Continue to evaluate and improve process & resources for grant research.</p> <p>Collaborate w/other 501c3's to obtain joint grants.</p>	Updated grant tracker
	<p>Increase social media – donation links.</p> <p>Increase mission impact messaging.</p>	Increase annual fund by 10%
	<p>Increase solar opportunities</p> <p>Continue to seek opportunities via grants to increase energy efficiency such as solar power.</p> <p>Explore additional revenue streams</p>	<p>Reduce cost for utilities and maintenance.</p> <p>Build Reserves to \$800,000</p>

ORGANIZATIONAL PRIORITY	ORGANIZATIONAL STRATEGIES	MEASURABLE OUTCOMES
<p>OPERATIONAL:</p> <p><u>Strengthen Our Resources</u></p> <p>To achieve our overall organizational initiatives, we will sustain and strengthen our board governance.</p> <p>Recruit, develop and retain staff and volunteers</p>	<p>Conduct Salary Administration Planning</p>	<p>Fair and equitable wages for all employees</p>
	<p>Professional Development Plans for FT Staff</p> <p>Onboarding process critical.</p>	<p>Successful yearly certifications and completion of trainings</p>
	<p>Enhance recognition for staff</p>	<p>Retention metrics</p>
	<p>Annual Employee Satisfaction Surveys</p>	<p>Survey metrics year over year</p>
	<p>Bi-annual trainings on best practices and Board development</p>	<p>Annual Board trainings</p>
	<p>Staff and volunteers attending general assembly</p>	<p>Attendance at general assembly</p>
	<p>Sr. Management/Board Members attending Alliance and National Y events</p>	<p>Attendance at events</p>
	<p>Create system to identify program volunteers with intention and purpose- Develop recruitment strategy</p>	<p>Increase volunteers by 15%</p>
	<p><u>Board and Staff Diversity:</u></p> <ul style="list-style-type: none"> • Reach out to minority-led groups • Work with membership and staff to get potential board members. • Further diversity of skills and backgrounds. • Ensure part-time staff is Mission driven 	<p>Greater diversification at board level.</p> <p>Make dynamic board w/skills and backgrounds.</p>