



FOR YOUTH DEVELOPMENT
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY

Strategic Plan for the Wapakoneta Family YMCA 2015–2017

Jeff Dorner

Board President

Alan Davis

Board Vice President

Deb Zwez

Board Treasurer

Julie Miars Golden

Board Secretary

Joshua Little

Chief Executive Officer

Kay Wellington

Strategic Planning Task
Force Chair

Beth Steiner

Strategic Planning Task
Force

Dr. Aaron Kiefer

Strategic Planning Task
Force

Mary Ruck

Strategic Planning Task
Force

Ruth Knous

YMCA of the USA

Our Mission

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

Our Impact

To strengthen the foundations of our community through YMCA programs and services.

Contents

- Our Strategic (Unique) Advantage 2
- Our Identity Statement 3
- Our Strategy Screen.....3
- Big Questions Facing Our YMCA.....5
- Strategic Plan.....5

Our Strategic (Unique) Advantage

Unique Advantages (in assets or execution)

Current

- Financial stability
- Great brand
- Community ownership and buy-in
- Visible and accessible facility
- Non-profit
- Staff continuity
- Swimming Pool
- YMCA of the USA affiliation

Future

- Financial stability
 - Great brand
 - Community ownership and buy-in
 - Visible and accessible facility
 - Non-profit
 - Staff continuity
 - Swimming Pool
 - Reciprocity
 - Collaboration/Partnerships
 - For All
 - YMCA of the USA affiliation
-

Our Identity Statement

<i>We advance our mission of...</i>	putting Christian principles into practice through programs that build a healthy spirit, mind and body for all
<i>and seek to (impact)...</i>	Strengthen the foundations of our community through YMCA programs and services
<i>by serving...</i>	all people from young to old, with an emphasis on families and those seeking health and well-being
<i>in geographical...</i>	the Wapakoneta and Waynesfield-Goshen school districts
<i>through...</i>	health, well-being, fitness; family time; sports and recreation; child care/day camp; swimming lessons; teen programming; Christian emphasis; advocacy and giving and volunteerism
<i>emphasizing our competitive advantages...</i>	financial stability, great brand, limited competition, community ownership and buy-in, visible and accessible facility, non-profit, staff continuity, swimming pool, YMCA of the USA affiliation
<i>with a sustainable operation by...</i>	membership, contributions and program fees.

Our Strategy Screen

Using our screen to determine the course of our YMCA, will the program/service...

MISSION:

- ...serve the YMCA's mission and greater purpose
- ...leverage our mission advantages
- ...is truly, "for all"
- ...support our core values of caring, honesty, respect, responsibility and faith and our focus on Youth Development, Healthy Living and/or Social Responsibility

FISCAL HEALTH:

- ...be financially viable
- ...hit targets and goals
- ...create a result that is sustainable, not fleeting
- ...be measurable, not just in numbers but in impact
- ...develop relationships for stronger annual, capital and long-term giving

- ...will not increase our debt without a carefully analyzed and agreed upon short term repayment plan
- ...strive for 10% of operating budget in annual support contributions
- ...continually evaluate our programs, services and offerings to ensure strong enrollment and attention to the latest trends

STRATEGIC PLAN/ADVANTAGES:

- ...enhance and build upon our strategic advantages
- ...improve our market position in our communities
- ...meet or exceed Y-USA's best practices, industry standard's or other nationally recognized standards of performance.
- ...reinforce the community's view of us as their first choice and be a leader in the community
- ...seek partners who support our mission and help us meet identified critical community needs
- ...respect the service area of our neighboring YMCAs

Big Questions Facing Our YMCA

- How do we engage the community in improving their health?
- How do we provide service to younger members?
- How do we best engage those over the age of 55?
- How are we going to determine a path to capital expansion or replacement?

Big Question: *How do we engage the community in improving their health?*

Goal: *Lower community-wide obesity rate (based on BMI) from 38% (2012) to 35%. This should be based on the Community Health Assessment conducted by the Auglaize County Health Department.*

Action Steps:


1. Implement "Y-Fit Start" or other member engagement program by June 2015 and engage at least 100 people per year in the program.
 - a. Person Responsible - Membership Director and Program Director
2. Implement HEPA (Healthy Eating and Physical Activity) Standards into YMCA child care and day camp programs by December 2015.
 - a. Person Responsible - Program Coordinator
3. Partnering with Wapakoneta City Schools, introduce at least bi-annual school based physical fitness events for students and teachers by December 2015.
 - a. Person Responsible - Program Director
4. Secure community partners, funding and resources to implement YMCA Diabetes Prevention Program to community by July 2016.
 - a. Person Responsible - Chief Executive Officer and Program Director
5. Offer at least bi-annual community-wide health screenings with at least 100 participants per year by September 2016.
 - a. Person Responsible - Membership Director and Program Director
6. Evaluate current vending options and ensure vending machines meet YMCA healthy living standards by November 2016.
 - a. Person Responsible - Chief Executive Officer
7. With community partners, implement a free community-wide weight loss program that will enroll at least 100 participants by January 2017.
 - a. Person Responsible - Chief Executive Officer and Program Director

Big Question: *How do we provide service to younger members?*

Goal: *Make the Wapakoneta Family YMCA the leader in youth programming in Auglaize County by increasing youth programming participation by 25%.*

Action Steps:

1. Conduct a Mission Cost Analysis and evaluate current staffing and volunteer structure to ensure growth and time management for youth development by March 2015.
 - a. Person Responsible – Chief Executive Officer
2. Send at least 5 teens to the Ohio Alliance Youth in Government Conference by April 2015; send at least 15 teens to the Ohio Alliance Youth in Government Conference by April 2017.
 - a. Person Responsible – YIG Coordinator
3. Introduce at least two pre-school programs by June 2015 with at least 8 participants in each program.
 - a. Person Responsible – Program Coordinator
4. Evaluate current facility and recommend renovations to ensure a youth-centered facility by July 2016.
 - a. Person Responsible – Building and Properties Chair and Property Manager
5. Partnering with the Auglaize County Library System, Riverside Arts Center and/or other community partners offer new programming that will engage at least 15 youth per session by July 2017.
 - a. Person Responsible – Program Coordinator
6. Secure funding and provide “Fun Bus” programming to outlying communities with at least 50 participants per year.
 - a. Person Responsible – Chief Executive Officer and Program Coordinator




Big Question: *How do we best engage those over the age of 55?*

Goal: *Increase overall percentage of members over the age of 55 from 10% (2014) to 20% (2017).*

Action Steps:

1. Implement couple's membership rate by January 2015.
 - a. Person Responsible – Program and Membership Chair, Membership Director and Chief Executive Officer
2. Survey and evaluate current members over the age of 55 to determine what programs they desire by July 2015.
 - a. Person Responsible – Program and Membership Committee Chair and Membership Director
3. Based on survey data, introduce at least two new "senior" programs each year with at least 15 participants by December 2015.
 - a. Person Responsible – Program Director
4. Develop marketing geared towards the "senior" population by June 2015.
 - a. Person Responsible – Chief Executive Officer and Membership Director
5. Enroll at least 500 SilverSneaker members with an average monthly visit rate of 7 visits per month by June 2017.
 - a. Person Responsible – Membership Director



Big Question: *How are we going to determine a path to capital expansion or replacement?*

Goal: *By December 2017, have a written plan for inclusive capital expansion or replacement for the Wapakoneta Family YMCA.*

Action Steps:

1. Conduct a Community Needs Assessment Survey and present results to Board of Trustees by December 2015.
 - a. Person Responsible – Board President and Chief Executive Officer
2. Determine the necessity to operate the fitness center with 24-hour access by December 2015.
 - a. Person Responsible – Membership Director and Chief Executive Officer
3. At January 2016 Board of Trustees Meeting, set aside time to discuss a plan for capital development.
 - a. Person Responsible – Board President and Chief Executive Officer
4. Conduct at least two member focus groups with at least 50 participants to provide feedback on capital needs/wants by July 2016.
 - a. Person Responsible – Board President and Chief Executive Officer
5. Develop a capital campaign plan of action and determine the appropriate person(s) to lead the campaign by January 2017.
 - a. Person Responsible – Board President and Chief Executive Officer
6. Develop a timeline to amass funds for capital campaign or capital replacement by December 2017.
 - a. Person Responsible – Board President and Chief Executive Officer