

Kosciusko Community YMCA

Strategic Plan

Includes Goals and Initiative for 2009

Prepared by
Steve Jungbauer
Chief Executive Officer

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Long Term Strategic Plan Overview

Core Functions

1. Increasing availability to all
2. Developing youth and teens
3. Inspiring healthier lifestyles
4. Deepening member and community involvement
5. Ensuring our legacy

Program Areas of Emphasis

1. Holistic development of children and youth
2. Health and well-being for all
3. Family strengthening

Operational Areas of Emphasis

1. Member development
2. Community development
3. Staff and volunteer development
4. Fiscal management
5. Financial development
6. Property development
7. Program-quality improvement

Goals

Every child and youth will deepen positive values, their commitment to service and their motivation to learn.

Every family will build stronger bonds, achieve greater work life balance and become more engaged with their communities.

Every individual will strengthen their spiritual, mental and physical well-being.

Our Kosciusko Community YMCA

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

Our Commitment: We build strong kids, strong families and strong communities.

Our Values: Caring, Honesty, Respect, and Responsibility

Our Vision: To be the preeminent community service organization by providing an environment where people of all ages, faiths, races, backgrounds and abilities work toward achieving their God-given fullest potential, build friendships, and experience the joy of helping others.

In order to fulfill our long term vision and to achieve the objectives set forth in the yearly strategic plans, Kosciusko Community YMCA must perform certain core functions on behalf of and in cooperation with our membership and community. These are:

Core Functions

Increasing Availability to All. The YMCA is for everyone, no matter where they live or their ability to pay. Through the generosity of YMCA friends, our goal is to have sufficient funds to ensure that our YMCA remains available to all. We will strive to serve 1 in 5 people in our community and have a facility or program center within 15 minutes of every person in Kosciusko County. Today we serve 1 in 10 people and do not provide 15 minute availability to residents in the northwest and southern portions of the county.

Developing Youth and Teens. Our YMCA is a safe place where youth and teens can dream, learn, grow and achieve their fullest potential. Kosciusko County's youth population for ages 5-17 is 14,998. Today, we serve 1,974 youth and will move forward to serve 3,750. We will work to reach 1 in 4 youth and teens through programs that transform their lives and produce positive outcomes.

Inspiring Healthier Lifestyles. Our YMCA helps people to live healthier lives. Since our founding in 1964, health and wellness programs have been integral to our mission of building spirit, mind and body. Our goal will be to influence 1 in 8 people to live a healthier life through YMCA membership. Today we serve 1 in 11 people in our market area (76,541 population) as YMCA Members

Deepening Member and Community Involvement. Through the creation of small, caring communities, our YMCA will build long-term relationships among members and staff that foster a sense of belonging, service to others, and the joy of giving. Our goal is to have 25% of members engaged in building stronger communities through sharing their time, talents or treasure. Today we have 270 recent donors and volunteers.

Ensuring Our Legacy. By developing strong staff and volunteer leadership, and a sound financial base, our YMCA will continue to make a positive difference for future generations. We will strive to have 100% of staff and volunteers consider the Y a fulfilling place to invest time and energy to improve the lives of others. We will grow our endowment fund to a level equal to three times our operating budget to ensure the future of our YMCA.

Issues and Opportunities Facing the Kosciusko Community YMCA

Program Opportunities

While the United States and its people exhibit much strength, we are confronted daily with evidence that our children, families and health are suffering. A review of research and data identifies the key issues and opportunities before us. Following are a few of the compelling statistics that highlight the importance of the strategic plan's program areas of emphasis.

- Twenty-three percent of children five years old and younger have two or more risk factors—poverty, single or no parent, no parent employed full-time for a full year, parents with disability, mother who does not have high school degree, no parent fluent in English—that diminish their chances for succeeding in school and life.
- In the past 25 years, the prevalence of being overweight has tripled among boys ages 6-11 and doubled among boys ages 12-17. In the same time period, prevalence of overweight has increased 2½ times among girls 6-11 and 1½ times among girls 12-17. Nearly 25 percent of adults are obese.
- More than half of families feel unprepared for situations that may arise, and 46 percent say they feel overwhelmed. Job demands, overscheduled children and financial pressures contribute to their feelings of dissatisfaction with parenting.
- The average young person in the United States experiences only 19 of the 40 developmental assets—the building blocks for success. Search Institute considers 31 assets an achievable community goal that could significantly increase positive outcomes for youth and decrease negative outcomes.

These are significant challenges, but they're not insurmountable, and each one represents an opportunity for the Kosciusko Community YMCA to fulfill our mission. Based on research and our history of success, we know what to do. The opportunities are outlined below.

Issues and Opportunities

1. Holistic development of children and youth

Issue: Children, regardless of where they live or income level, struggle to develop the positive values, ethic of civic responsibility and educational skills

across all domains (social, emotional, physical, and cognitive).

Opportunity: Purposeful, asset-based YMCA programs can afford each child the strengths needed to be fully prepared for adulthood.

2. Health and well-being for all

Issue: The U.S. population faces a lifestyle health crisis.

Opportunity: Kosciusko Community YMCA can lead the community response to address this crisis and position the association as a leader in enabling people to live full lives that are healthy in spirit, mind and body.

3. Family strengthening

Issue: Families are under increasing stress, not connected to supportive communities and unsure where to go for help balancing work, family and civic responsibilities.

Opportunity: Kosciusko Community YMCA can provide to our community the holistic support that families require for healthy relationship development.

Operational Opportunities

In addition to the challenges of those we serve, the Kosciusko Community YMCA is facing our own challenges and opportunities. Despite organizational excellence in many areas, we must continually improve the quality and relevance of our operations. The following findings support this idea.

People served by the YMCA are not fully representative of the increasing diversity in our community.

YMCA expenses are growing faster than revenues. Expenses grew by nearly 10 percent over the last four years. At the same time, our membership income growth averaged just 5 percent per year and some traditional sources for YMCA funds are in danger of being decreased or eliminated.

The primary operational areas in need of strengthening, according to data and input collected from Y-USA and her member associations, are identified below, along with related opportunities for our YMCA's improvement.

Issues and Opportunities

1. Member Development

Issue: The current membership model for Kosciusko Community YMCA may not respond to future community need. The community served by our association is

increasingly stratified along economic, religious, cultural and racial lines.

Opportunity: We can advance our mission, strengthen our broader community and grow our membership by offering people of all backgrounds an opportunity to participate in programs and activities, which are based on the development of healthy relationships.

2. Community Development

Issue: Collaboration with other organizations and governmental agencies and participation in the public process will be prerequisites for future association viability.

Opportunity: Through active community development efforts, the Kosciusko Community YMCA can positively influence development for all and be viewed as a vital community resource.

3. Staff and Volunteer Development

Issue: The Kosciusko Community YMCA is challenged to attract, develop and retain the quantity and quality of staff and volunteer leaders we require.

Opportunity: A focus on and commitment to staff and volunteer development will assure a vibrant future for the association.

4. Fiscal Management

Issue: In order to meet our financial obligations, we increasingly are feeling pressure to provide commodity services that that would be undifferentiated in the marketplace.

Opportunity: By offering mission-focused programs that differentiate the YMCA in the marketplace and following recommended not-for-profit business practices, we can assure our association's future viability and tax status.

5. Financial Development

Issue: The Kosciusko Community YMCA's contributed income sources are threatened. Government funding for social and health services is decreasing. Competition for private philanthropy is increasing as donors focus on organizations responding to key social issues.

Opportunity: The Kosciusko Community YMCA with a focused case for support, can increase philanthropic support, increase services to those most in need and consistently demonstrate our charitable status.

6. Property Development

Issue: The cost of constructing and operating facilities may drive increased indebtedness. Design flexibility will be increasingly necessary to respond to changing social needs.

Opportunity: Designing and constructing flexible facilities combined with appropriate operational models will allow the Kosciusko Community YMCA to provide cost-effective facilities that respond to community needs and interests.

7. Program-quality Improvement

Issue: Consumers are demanding increased quality, lower cost and expanded options, while other providers/competitors are offering traditional YMCA program services such as aquatics, youth sports and child care.

Opportunity: Mission-focused programs that are affordable and high in quality can differentiate the Kosciusko Community YMCA and enhance our ability to attract and serve more people.

Desired Future of the Kosciusko Community YMCA

If the Kosciusko Community YMCA is as different in near future as we believe it can be, we will reach a higher level of community service. The statements below describe a clear and attainable long-term vision that we, at our best, can achieve.

Core Functions

1. All our community members will have access to state-of-the-art facilities or centers, properly designed and located to support the availability of programs that meet their needs.
2. Our community YMCA's programs and facilities will be safe and secure to attract and develop youth, teens, adults and families.
3. Every individual in our community will be inspired toward healthy lifestyles through the YMCA.
4. Our community will develop, grow and prosper through relationships built at our YMCA.
5. Our YMCA will build its endowment fund to ensure the future of this community asset.

Program Areas of Emphasis

1. Every child and youth in our county will deepen positive values, their commitment to service and their motivation to learn.

2. Our families will build stronger bonds, achieve greater work/life balance and become more engaged with their community.
3. Every individual in our county will strengthen their spiritual, mental and physical well-being.

Operational Areas of Emphasis

1. Our YMCA will offer everyone an opportunity to enjoy and participate in a special community that is based on the development of healthy relationships.
2. Our YMCA will actively engage with a broad range of community stakeholders to achieve a higher level of community well-being.
3. Our YMCA staff and volunteers will benefit from a comprehensive system of recruitment, training and career education that develops the leaders required for enduring mission driven community service.
4. Our YMCA will utilize recommended not-for-profit business practices to ensure maximum impact on the delivery of mission well into the future.
5. Our YMCA will be viewed as a preferred partner of charitable investment and will increase our philanthropic revenue to the desired goal of 15 percent of total annual income.
6. Where facilities are used to deliver mission-based programs, they will be uniformly well-designed, safe, in good repair, clean and accessible, and they will provide opportunities for socialization and relationship-building.
7. All our YMCA activities will be based on and seek to meet the mission driven quality promises and the best practices in their field, and all staff will have access to the best information and tools necessary to continually enhance their programs.

Priority Objectives and Initiatives

How will we achieve the desired future for our YMCA? Our desired future is within our reach by setting, tracking and meeting mission-centered objectives and goals. These objectives and goals will be determined yearly and/or long term based on discussions with members, community leaders, Y-USA and data and trend analysis.

Our YMCA has developed an operational plan based on the seven issues and opportunities identified above. These issues and opportunities will receive our highest level of attention and resources for the next three years. Goals/initiatives and deliverables/measurables will be identified for each issue and prioritized for implementation and completion. These are summarized and detailed on the following pages.

As a working document the detail is completed over a period of time to document progress and activity.

2009 Operational Plan

Strategic Goals and Initiatives for 2009

Member Development

1. Comprehensive membership analysis by type with discounts and scholarships by February 10, 2009.
2. Implementation of Y-USA Membership by Design by December 2009
3. Implement plan to encourage Silver Sneakers members to attend on a regular schedule by December 2009.
4. Develop plan for addressing loss of youth memberships by June 2009
5. Increase membership units 3 percent over 2008 by January 2010

Community Development

1. Business Plan for implementation of YMCA Preschool by November 2009.
2. Continue to implement the marketing plan completed in 2008.
3. Explore church partnerships for programs and volunteer by December 2009.
4. Kids Klub expansion or contraction due to facility losses by June 2009

Staff and Volunteer Development

1. Complete a written Human Resources Manual to cover all staff and volunteer processes including education plan for orientation and department training by June 2009.
2. Complete Customer Service Training for all staff and volunteers by September 2009.
3. Continue to add to the Policy and Procedure Manual (ongoing)
4. Continue the professional development of management staff and succession planning (ongoing)

Fiscal Management

1. Meet or exceed budget with positive 2009 net profit from operations with the inclusion of startup fees by January 2010
2. Monitor financials, payroll, and membership biweekly by January 2009.
3. Update general ledger to separate profit centers and cost centers by April 2009.
4. Inventory control system by April 2009.
5. Annual Budget completed and submitted to Finance committee by September 2009.
6. Capital budget completed and submitted to finance committee by October 2009.

Financial Development

1. Complete a written long term financial development plan by July 2009.
2. Successfully conclude the capital campaign as directed by the board by January 2010.
3. Income from annual support and grant of \$100,000 by January 2010.

Property Development

1. Complete written cleaning and preventive maintenance plans by August 2009.
2. Continue painting and update of Smith Street (Ongoing)
3. Acquisition of land for building of new facility by May 2009.

Program Quality Improvement

1. Continue the implementation of Y-USA Program Activate America (ongoing)
2. Continue Character Development process in all programs (ongoing)
3. Evaluate current best practice used and implement additional mission driven quality promises. (Ongoing)
4. Program expansion and additions (ongoing)

