

# YMCA of Greater Worcester/YMCA of Central Massachusetts

## Vision 2010 Strategic Plan

### *Mission Statement*

*The YMCA of Central Massachusetts is an association of all persons, regardless of means, united in a common goal to develop spirit, mind, and body for our youth, families, and communities through activities guided by and based upon Judeo-Christian principles.*

### *Vision Statement*

*The YMCA of Central Massachusetts will reach out to all its communities, assisted by a mission-driven, passionate, diverse group of staff and volunteers, to achieve universal recognition as an association that develops healthy lifestyles for all persons – regardless of means – and retains its commitment to comprehensive values-based youth development programs.*

### *Diversity and Inclusion Vision Statement*

*The YMCA of Central Massachusetts appreciates and supports the dignity and worth of all members of our community. We will nurture an environment that reflects, respects and celebrates our differences, and embraces the richness of our diversity.*

## *Priority Areas & Goal Statements*

**PHILANTHROPY:** *The YMCA will meet or exceed the capital campaign goal, raise sufficient contributed income to support scholarship assistance and program subsidies and increase endowment to insure long-term financial viability.*

**Goal 1:**     **The Capital Campaign will be completed by December 2007 raising a minimum of \$9.5 million with other funding strategies (sale of an asset, debt financing), in place to fund the \$15-million Capital Development Initiative.**

**Goal 2:**     **By 2010, the Partner with Youth Campaign will increase from \$350,000 to \$600,000 annually.**

**Goal 3:**     **By 2010, annual program grants will increase from \$500,000 to \$750,000.**

**Goal 4:**     **By 2010, the Heritage Society will have grown from 40 to 50 members and our endowment, in principal will have grown by 25% to \$1,250,000.**

**YMCA GOVERNANCE:** *The governance system will be modified to align with the Strategic Plan. Corporate Board, Branch Committees, and the Advisory Committee roles will be clearly defined.*

**Goal 1:** The governance structure that is needed to meet the 2010 Strategic Plan, will be defined and ready for implementation upon approval of the by-laws at the 2007 Annual Meeting.

**Goal 2:** 85% of the policy volunteers will report annually that they feel engaged and that their involvement is meaningful.

**Goal 3:** 100% of the Board, Branch volunteers and Council of Members will participate in the appropriate volunteer orientation trainings effective 9/06.

**Goal 4:** By 2010, the Association Board of Directors and Branch COM will reflect the communities we serve and provide the necessary volunteer talent and financial resources to achieve the goals of the Strategic Plan.

**Goal 5:** Annually, the Board Development and Executive Committees will review Board assigned sub-committees, their membership and charts of work.

**FACILITY INVESTMENT:** *Current facilities and properties will be maintained through operating cash flows, as a matter of business, while significant renovations and new construction will be funded through capital campaigns.*

**Goal 1:** By 2008 the YMCA will have completed a \$15-million capital campaign and related renovation/expansion of its three operating branches.

**Goal 2:** By fiscal 2010, the YMCA will budget and fund a capital reserve account, not less than, 5% of operating revenue to pay for annual capital needs. Funding of the reserve will begin in FY 08 at 1%, FY 09 at 3% and FY 10 at 5%. Projects will be completed, in priority order as part of the rolling 10-year facility plan.

**Goal 3:** Local community resources in partnership with the YMCA will fund future new facilities.

**Goal 4:** In 2007 the YMCA will develop a three-year facilities plan that addresses the needs and funding requirements of Camp Blanchard and the Harrington Outdoor Center.

***GROWTH:*** *The YMCA will achieve financially viable expansion of programs and services to underserved communities (geographic and socio-economic) in order to remain relevant, culturally competent and financially sound, well into the future.*

**Goal 1:** By 2010, we will have evaluated programs and services and where feasible, the YMCA will be operating in our 41 communities, where there are unmet needs and underserved populations.

**Goal 2:** By 2010, the number of senior members (65 years and older) will have grown from 2,000 to 4,000 total members.

**Goal 3:** By 2010, the YMCA will have the systems and infrastructure to support the growth requirements in the 41 communities we serve.

**Goal 4:** By 2010, the Association Staff organizational structure will align with needed services to the branches and program areas and the ability to advance the overall strategic plan.

**Goal 5:** In order to increase our retention rate of 68% to greater than 75% by 2010, we will attract, retain and develop, an increased number of “commendable” and “exceptional” staff performers.

***MARKETING AND POSITIONING/IMAGE:*** *The YMCA will expand awareness throughout the 41 communities it serves as an organization that develops healthy lifestyles for all persons, while reaching out to the underserved population, with a focus on youth, teen and seniors.*

**Goal 1:** By 2010, the YMCA will be known as the YMCA of Central Massachusetts and recognized for developing all people in spirit, mind and body.

**Goal 2:** The YMCA will be recognized as an expert community resource in health and wellness as a result of being committed to Activate America and will be invited to the table when community health, wellness, and obesity is discussed.

**Goal 3:** In 2007, the YMCA will develop and implement a new association marketing & public relations plan and review its results annually.

**Goal 4:** The Member Satisfaction Survey, conducted in 2008 and 2010 will show an increase in positive results from the 2006 survey results, in the areas of overall image of the Y, contributions, loyalty, and knowledge that the YMCA provides financial assistance.

***MEMBERSHIP AND PROGRAM DELIVERY:*** *The YMCA will provide excellent member service and mission-driven quality programs that include active, meaningful partnerships.*

- Goal 1:** By 2010, membership will increase from 28,000 to 35,000. The membership will reflect the diversity of the communities we serve.
- Goal 2:** Membership Satisfaction Survey results will show annual increases from prior survey results, in priority membership categories including: intent to renew, loyalty, recommend to a friend, etc. and overall increase in general satisfaction rating.
- Goal 3:** Each program department will assess quality via new mission driven quality promises with the goal of 100% achievement by 2010.
- Goal 4:** Annually, the YMCA will implement a Membership Recruitment and Retention Plan in coordination with Marketing and Public Relations.
- Goal 5:** In 2007, the YMCA will review and evaluate current Child Development programs and make recommendations for continued and future operations.
- Goal 6:** In 2007, the YMCA will investigate, develop, recommend and if feasible, implement corporate memberships and programming opportunities to businesses and corporations.

***FINANCIAL MANAGEMENT:*** *The YMCA will achieve annual budget expectations through revenue generation and expense control in order to meet all financial obligations.*

- Goal 1:** The YMCA will annually prepare and execute a budget designed to meet all financial obligations to include compliance with bond debt covenants and the annual funding of targeted building reserves.
- Goal 2:** By fiscal 2008 the YMCA will conduct a cost study of significant “core concept” (wellness, child care, aquatics etc) leading to the implementation of an “Activity Based Accounting” system.
- Goal 3:** The YMCA will continue to develop and maintain accounting systems adequate to ensure that staff has the appropriate data to manage the operation and volunteers have the appropriate data to oversee the organization.