

YMCA OF CLIFTON SPRINGS

STRATEGIC PLAN

2022-2025



**FOR YOUTH DEVELOPMENT
FOR HEALTHY LIVING
SOCIAL RESPONSIBILITY**



2022-2025 STRATEGIC PLAN

MISSION STATEMENT

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

IMPACT STATEMENT

At the Y, we believe in bridging the opportunity gap, connecting community and cultivating equity for all. We will be the center of the community by inspiring and promoting emotional, spiritual and physical well-being in all communities we serve.

STRATEGY SCREEN

1. How does this opportunity further our Mission and Cause?
2. What data is needed to measure impact and make a decision?
3. Are we the right organization to take this opportunity on—or is there a better organization we can part with?
4. What are the benefits and risks to the organization and those being served?
5. How are we going to sustain this opportunity into the future?
6. What is the opportunities “why” and who needs to have internal and external input?
7. How does this opportunity improve our efficiency and impact our resources—human and financial?

STRATEGIC ADVANTAGES

1. Our unique ability to serve diverse individuals and families with an intergenerational approach.
2. Our welcoming and inclusive culture.
3. Our brand recognition and organizational history.
4. Our high performing staff team.

STRATEGIC PRIORITIES

1. Culture
2. Organizational Excellence
3. Social Responsibility



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| STRATEGIC IMPERATIVE | STRATEGIES | SUCCESS MEASUREMENTS |
|--|--|--|
| <p>CULTURE</p> <p>We strive to create an inclusive culture that attracts and retains all people who believe in the organization's mission and ability to address the needs of our communities, and is worthy of their trust, time and talent.</p> | <p>A. COMMUNICATION Define our shared culture and develop clear, consistent messaging that helps all people understand the Y's values and commitments, and the personal role they play in advancing our mission.</p> <p>B. RELATIONSHIPS Cultivate an organization where all people nurture strong relationship and feel there is a high level of trust, transparency, compassion and safety.</p> <p>C. TEAM BUILDING Recruit, retain, engage and develop all people to effectively lead our teams and contribute to our diverse and inclusive culture.</p> | <ul style="list-style-type: none"> Weekly and/or monthly post about upcoming and current events and programs. Provide free community educational programs. Follow up with members in a timely fashion. Phone calls and emails will be returned within 48 hours. Strengthen the team. Professional Development to create more engagement within the workforce, and to increase leadership capacity. Employee Recruitment. Alignment of the organization's values and the employee's personal values. |



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| STRATEGIC IMPERATIVE | STRATEGIES | SUCCESS MEASUREMENTS |
|--|---|--|
| <div>ORGANIZATIONAL EXCELLENCE</div> <div>Align resources to better serve our community and achieve long-term financial sustainability</div> | <div>A. FINANCIAL RECOVERY</div> <div>Be prepared to take decisive action to reduce expenses, accelerate revenue growth and explore new funding opportunities to grow resources for the future.</div> <div>B. THE Y EXPERIENCE</div> <div>By using our organizational strengths and core values we will create an environment of achievement, with belonging while building relationships that will result in an exceptional membership experience for all.</div> <div>C. SAFETY</div> <div>Maintain a safe and protective environment for all in our care.</div> | <ul style="list-style-type: none">• Increase program enrollment.• Enhance communication of programs and events• Annual schedule of events and program timelines.• Create more community involvement. Collaborate to work with local business and organizations.• TAKE TEN mentality to keep facility cleanly and organized.• Identify and complete current and new potential grant funding. |



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| <p>SOCIAL RESPONSIBILITY</p> <p>Creating social change and embracing equity will demonstrate that we are a charitable organization dedicated to strengthening our community</p> | <p>A. CONNECTING COMMUNITIES Fostering inclusion and diversity so that all have an opportunity for safe and meaningful engagement with each other and their community.</p> <p>B. BRIDGING THE OPPORTUNITY GAP Cultivating equity in health and education resulting in a connected community that addresses current disparities and fosters change.</p> | <ul style="list-style-type: none"> • Program feedback. All events and programs will have a preliminary and post survey to identify needs, wants, and interest. • Substantial investment towards families that need the YMCA most. • Increase website traffic. • Provide free community educational programs. • Collaborate with surrounding municipals festivals/events. • Communicate Y mission and other organizations that share our core values. |



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