



# Marshfield Area YMCA

## Strategic Plan

**2006-2010**

Final Draft

### 2005 Strategic Planning Committee Members

Janet Stewart – Chair  
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## ***Marshfield Area YMCA***

### **OUR MISSION:**

To put Christian principles into practice through programs that build healthy Spirit, Mind, Body for all.

### **OUR VISION:**

The YMCA brings people of all ages together with broad-based community support to participate in programs and activities that foster healthy families and individuals and promotes Christian principles.

### **COMMITMENT TO SERVICE:**

The YMCA is an organization where the well-being of our members is our highest priority. The YMCA is open to everyone regardless of race, religion, sex, creed, or economic circumstances.

### **OUR GOALS:**

- Demonstrate Christian principles that will be evident in each program and relationship.
- Increase membership and participation.
- Encourage youth participation and build strong family relationships.
- Increase teen programs by empowering teens to create their own activities.
- Provide healthy lifestyle programs and opportunities for persons of all ages.
- Deliver programs and services that meet the needs of targeted and under-served communities that are affordable, accessible, and diversified for all.

### **VALUES FOR OUR COMMUNITY:**

At the YMCA, we value the following attributes and believe they are essential to attaining our mission:

***Caring:*** To love others; to be sensitive to the well-being of others; to help others.

***Honesty:*** To tell the truth; to be worthy of trust; to have integrity.

***Respect:*** To treat others as you would have them treat you; to value the worth of every person, including yourself.

***Responsibility:*** To do what you ought to do; to be accountable for your behavior and your obligations.

## **YMCA CORE VALUES**

**Community:** The Marshfield Area YMCA serves as a focal point, a place where we genuinely care about one another, where we pull together for a common cause, and where we share in decisions. The YMCA nurtures children, supports families, encourages teamwork and strengthens the community.

**Volunteerism:** Volunteering is a demonstration of caring for others. You'll find it at the heart of the YMCA. The Y offers people a chance to get involved in community life by running programs, making policies, raising money, and solving neighborhood problems. By giving their time to others, volunteers also give themselves a chance to learn, to grow and to have fun.

**Self-Esteem:** The Marshfield Area YMCA builds self-esteem and nurtures a sense of accomplishment. Self-esteem helps people make the right choices, act out of strength instead of weakness and treat others with respect. Self-worth can make the difference between dependency and self-reliance, failure and success.

**Values:** Character shows in our behavior and how we practice our values. The YMCA develops character by demonstrating and teaching the core values of caring, honesty, respect, and responsibility. These values, derived from Christian teachings, are embraced by all the world's major religions. They form a moral blueprint for decision-making and an ethical foundation for life.

**Family:** The family is society's primary unit for raising children, taking care of elders and maintaining values. The YMCA supports responsible parents who are concerned with the physical, emotional and spiritual health of their children. The YMCA provides a safe and wholesome environment in which parents and children can learn to communicate, cooperate and care about each other.

**Health:** Good health lets us enjoy all the fullness of life. Understanding our bodies and using them well is essential to good physical and mental health. Such awareness promotes lifestyles that help us resist illness, addictions and disease. Through community-based exercise, sports, and education programs, the YMCA promotes good health for people of all ages, all abilities and all incomes.

**Cultural Diversity:** Diversity is a source of strength. Every person has an inherent worth and has something to contribute to the larger community. Treating one another with respect and appreciating differences fights prejudice and builds cooperation. The YMCA fosters an environment where diversity is embraced and where members, volunteers and staff can reach their full potential.

## **PROGRAM**

By the year 2010, the Marshfield Area YMCA will have contributed significantly to the development of people in spirit, mind and body, and improve the quality of life in the community. YMCA value-based programs will be viewed by our community as having high standards of excellence and as a signature to quality and service.

1. **Success Indicator:** Develop programs that exceed customer expectations, as measured by the bi-annual membership satisfaction survey (2007,2009).
2. **Success Indicator:** Participate in a minimum of 15 community collaborations annually.
3. **Success Indicator:** Create an Asset Plan for youth development to be implemented by September 2006.
4. **Success Indicator:** All program departments qualify for the Mission Driven Quality Promise Awards, annually.
5. **Success Indicator:** Prioritize the needs and interests of members, which are identified in the membership survey, and implement an evaluation system to determine the perceived quality and cost effectiveness of existing programs, by June 2006.
6. **Success Indicator:** Expand the Personalized Fitness Program by 10% annually.

## **VOLUNTEER**

YMCA volunteers will play a significant role in programs, policies, and fundraising.

1. **Success Indicator:** Develop an expanded volunteer program by 2007.
2. **Success Indicator:** Monitor the volunteer base annually to ensure it is diverse and reflective of our community.

## **MEMBERSHIP**

Membership services promote the value of membership and ensure involvement and satisfaction. Membership is the principle means by which people participate in YMCA activities.

1. **Success Indicator:** Membership growth will meet or exceed the following goals:  
Beginning with a 12/31/05 projection of 5150:  
2006 – 5304  
2007 – 5463  
2008 – 5627  
2009 – 5796  
2010 – 5970
2. **Success Indicator:** Maintain a sixty-five percent (65%) or greater retention rate for membership.
3. **Success Indicator:** A customer service training plan will be put into place at all levels of the organization by April 2006. The plan will be implemented in all departments annually.

4. **Success Indicator:** The next Membership Satisfaction Survey will be conducted in 2007 (and every two years to follow) and an action plan will be developed based on the results.
5. **Success Indicator:** A comprehensive communication plan to all members, volunteers and donors will be developed by January of each year. Print and web-based communications will include quarterly newsletters, member letters, Strong Kids reports, Heritage Club newsletters, staff newsletters, program brochures, web updates, etc.
6. **Success Indicator:** Develop and implement a formal plan by January 2007 to convert program participants to YMCA members.
7. **Success Indicator:** Increase corporate memberships by two companies per year through 2010.
8. **Success Indicator:** Develop a Corporate Wellness plan to support the sales plan.
9. **Success Indicator:** Communicate the YMCA Asset Model for youth development to YMCA members by 2007.
10. **Success Indicator:** Implement an on-line registration and photo ID system for membership by 2007.

### **FINANCIAL STABILITY/BUSINESS ADMINISTRATION**

The YMCA will demonstrate fiscal responsibility and high ethical standards.

1. **Success Indicator:** Develop and execute balanced budgets annually.
2. **Success Indicator:** Provide accurate, appropriate and monthly financial reports.
3. **Success Indicator:** The Board of Directors, the Finance Committee and management staff are fully informed of the financial position of the YMCA.

### **FINANCIAL STABILITY/FINANCIAL DEVELOPMENT GOAL**

The YMCA will fundraise to meet the mission of the organization.

1. **Success Indicator:** Meet or exceed the Strong Kids campaign goal every year and increase 5% annually.
2. **Success Indicator:** Establish a Financial Development committee by March 2006 and assess the feasibility of adding a Grants Coordinator and Development Director.
3. **Success Indicator:** Develop an endowment program through the Heritage Club by 2007.

### **HUMAN RESOURCE**

The YMCA will develop and manage staff to provide YMCA programs, services, and facilities.

1. **Success Indicator:** Recruit, hire and retain a team that has the talents, skills and commitment to achieve the YMCA's mission and objectives.
2. **Success Indicator:** Maintain and update a training and development plan for all staff levels.
3. **Success Indicator:** Maintain the annual staff review, reward and recognition program.
4. **Success Indicator:** Conduct an annual employee satisfaction survey and implement action plans based on survey results.

5. **Success Indicator:** Monitor staff retention data and address any problems that may occur.
6. **Success Indicator:** Continually update the salary and benefit plan, which supports the YMCA's recruitment and retention efforts.

### **MISSION IMPLEMENTATION**

The YMCA will establish itself as a value-based organization by making our Christian values of caring, honesty, respect and responsibility evident in everything we do.

1. **Success Indicator:** The Mission and Core Values of our YMCA will be promoted through all appropriate communications.
2. **Success Indicator:** The Mission and Core Values of our YMCA will be reflected in the curriculum of all YMCA programs where appropriate.
3. **Success Indicator:** Our YMCA organization will reflect the diverse community that we serve.
4. **Success Indicator:** Our YMCA will build strong positive relationships with key public officials.
5. **Success Indicator:** Our YMCA will promote our scholarship program so no one is turned away due to financial hardship.

### **FACILITY / PROPERTY**

A well maintained facility enables the delivery of high quality services that foster membership growth and retention.

1. **Success Indicator:** The building and grounds of the YMCA are clean and well maintained (measured monthly by q-check.)
2. **Success Indicator:** Maintain and update the preventative maintenance plan to keep facility, property and equipment in top condition.
3. **Success Indicator:** Review and update capital replacement plan annually.
4. **Success Indicator:** Evaluate program needs and if necessary formalize a facility renovation/expansion plan to foster program and membership.

### **FUTURE**

The YMCA will explore opportunities to meet the needs of the Greater Marshfield area and our members.

#### **Possibilities:**

1. Assess Service Express Centers to outlying communities in collaboration with the city, township and county entities that receive YMCA services.
2. Consider Phase III Expansion vision and feasibility based on YMCA community needs assessment.