



FOR YOUTH DEVELOPMENT®  
FOR HEALTHY LIVING  
FOR SOCIAL RESPONSIBILITY

YMCA OF THE TRIANGLE

# STRENGTHENING THE FOUNDATIONS OF COMMUNITY

2020 VISION

Long Range Plan update for 2017 – 2020

# MORE OPPORTUNITY. MORE IMPACT.

In 2010, the YMCA of the Triangle began a process of defining our vision for the next decade. More than 250 key Triangle leaders provided input and perspective on the most critical issues that face our region.

They challenged us to:

1. Sharpen and expand our educational programs for youth.
2. Address the health and obesity crisis facing our community.
3. Commit to developing broad-minded leaders for the future.

Under the leadership of a volunteer steering committee, our Board shaped and approved the 2020 long range plan. For the past seven years, staff, volunteers and community leaders focused on meeting the first and second-year objectives. We have made significant progress—but there is still critical work to be done. Meeting these goals is our top priority. We have charted our course for the last years (2018 – 2020) of our long range plan.

This work will require us to collaborate in new and innovative ways with other community organizations, stakeholders and advocates. It will challenge us to work differently as we reach constituencies we are not currently serving. We invite you to help us **impact even more people.**

# 2020 VISION: OUR GOALS

- **Closing the Achievement Gap**
- **Improving Community Health**
- **Providing State-of-the-Art Facilities & Quality Programs**
- **Developing Community Leaders & Volunteers**
- **Expanding the Reach of the YMCA**

All aspects of our long range plan will be considered through the lens of our Mission and Cause.

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

**YMCA Cause:** Strengthening the foundations of community.

- Youth Development – Nurturing the potential of every child and teen
- Healthy Living – Improving the nation's health and well-being
- Social Responsibility – Giving back and providing support to our neighbors

Our Mission guides us in all we do and compels us to embrace, reflect and celebrate the richness of diversity within each other and our community. We invite, welcome and involve everyone to work side by side with us to further our Cause.

# 2018 YMCA OF THE TRIANGLE BOARD OF DIRECTORS

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Peter Williams

### Immediate Past CVO

Vic Bell

### Vice President

John Linderman

### Treasurer

John Glover

### Secretary

Farad Ali

### Assistant Secretary

Leah Devlin

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Farad Ali

Vic Bell

Leah Devlin

Bill Francis

John Glover

Jim Hansen

John Linderman

Hamilton Sloan

Jeff Stocks

Kari Stoltz

Peter Williams

Tony Withers

Tom Bradshaw - Ex-Officio

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T.J. Barringer

Vic Bell

Tom Bradshaw

Paul Casey

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Heather Denny

Sheri DeShazo

Leah Devlin

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Bill Francis

John Glover

Susie Greene

Ben Goldstein

Jim Hansen

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John Linderman

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Bobby Ramseur

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Hamilton Sloan

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Debbie Woody

Smedes York

Chris Young





# 2014 - 2017 ACHIEVEMENTS

Our Mission compels us to **ADDRESS** and **STRENGTHEN** foundational community needs.



## EDUCATIONAL SUPPORT

1,700+ students served through YMCA Achievement Gap Programs.



## SERVING NEW COMMUNITIES

Opened the Poole Family YMCA in Garner and the Ingram Family YMCA in Sanford.

Our 2020 Vision provides a road map for this critical work. Here are a few of our accomplishments from the last three-year objectives. We are pleased to share our progress with you. To see the full 2014-2017 report, visit [YMCATriangle.org/about-y](https://YMCATriangle.org/about-y).



## CHRONIC DISEASE SUPPORT

The YMCA of the Triangle Diabetes Prevention Program now serves 240 participants—more than any other YMCA in North Carolina.



## DEVELOPING LEADERS

Across the association staff are participating in Racial Equity Institute Training, and we have established a Volunteerism Cohort to expand volunteerism.

## CLOSING THE ACHIEVEMENT GAP

### GOAL 1

To become a regional leader, advocate, partner and collaborator to strengthen the performance of underserved youth who struggle academically.

### 2020 TARGET

100% of children in YMCA After School Tutorial Programs show academic growth. 50% of these children are reading at grade-level or above.

## THREE-YEAR OBJECTIVES

- 1** Strengthen the educational outcomes for the 1,700 children in our Achievement Gap programs: Y Learning and Community HOPE.
- 2** Strengthen the funding strategies for YMCA Achievement Gap programs focusing on deeper, more effective service to our current students.
- 3** Develop a youth development progression strategy to ensure that all children in YMCA programs have access to programming from pre-K through high school.
- 4** Expand the Y's pre-K program from four to six Camp High Hopes sites.
- 5** Pilot a Lightner Y Achievers program in partnership with a Wake County High School.
- 6** Align resources to ensure that 50% of youth participating in Achievement Gap programs are also served in Camp High Hopes, Swim for Life and Presents of Peace.





## IMPROVING COMMUNITY HEALTH

### GOAL 2

To become a regional leader, collaborator and advocate to improve community health.

### 2020 TARGET

We will strengthen community health through YMCA membership, advocacy and healthy living program development. Grow Y membership by 7% and hold member retention above the national average. We will launch two association signature healthy living programs. All youth programs will meet Healthy Eating and Physical Activity (HEPA) Standards.

### THREE-YEAR OBJECTIVES

- 1** Pilot the Medical Membership Community Health Model at the Kraft Family YMCA and the Alexander Family YMCA.
- 2** Develop a senior population engagement strategy to ensure that our aging community has access to programming that supports their health and well-being needs.
- 3** Expand evidence-based prevention offerings to include the YMCA of the USA programs: **Healthy Weight and Your Child** and **Blood Pressure Self-Monitoring** and add a YMCA of the USA **Weight Loss** program at two sites in the community.
- 4** Create organizational healthy living policies related to tobacco and healthy food.
- 5** Deploy a staff team to develop programs and strategies based on the results of the 2017 Membership Market Study to better equip us to serve families.
- 6** Serve as an educational partner with like-minded organizations in health education and prevention efforts in the areas of water safety and mental health. Use the national **Mental Health First Aid** training and YMCA of the USA's protocol, **Know. See. Respond.** for child abuse prevention training.
- 7** Develop a monthly health education marketing plan to better position the YMCA of the Triangle as a leader in healthy living and to assist members and the community in developing healthier lifestyles.





## PROVIDING STATE-OF-THE-ART FACILITIES & QUALITY PROGRAMS

### GOAL 3

To ensure exceptional quality in all of our existing facilities and in our core programs which will facilitate an individual's health and well-being.

### 2020 TARGET

All YMCA facilities are up to date and have state-of-the-art equipment and resources that meet members' needs. All core programs meet association guidelines and quality benchmarks.

### THREE-YEAR OBJECTIVES

- 1 Complete the capital campaign for Camp Kanata allowing us to break ground on a new dining hall and replace/renovate four cabins.
- 2 Develop a plan to ensure consistent health and wellness service to the Wake Forest community.
- 3 Develop quality benchmarks to compliment program guidelines and ensure program excellence.
- 4 Develop and implement a process to determine the vision for the long-term facility plan for the Chapel Hill YMCA, the Downtown Durham YMCA and the Johnston County YMCA ensuring diverse voices, perspectives and communities are represented.
- 5 Break ground on the Taylor Family YMCA Indoor Aquatics Center.
- 6 Kick-off the next Capital Campaign for Camp Sea Gull and Camp Seafarer.
- 7 Review aquatic facility needs and develop a plan to meet needs in and outside of YMCA walls.
- 8 Develop a membership experience that connects members to our Cause in an intentional and consistent way.
- 9 Increase the retention rate of full-time entry level staff members with the goal of providing stronger program quality throughout the association.
- 10 Roll out the School System Relationship Management Tool to all Y branches to more fully partner with local educational leaders.
- 11 Strengthen association and branch teen staffing infrastructure in order to serve 50% more teens in existing or new YMCA programs.







## DEVELOPING INVOLVED LEADERS AND VOLUNTEERS

### GOAL 4

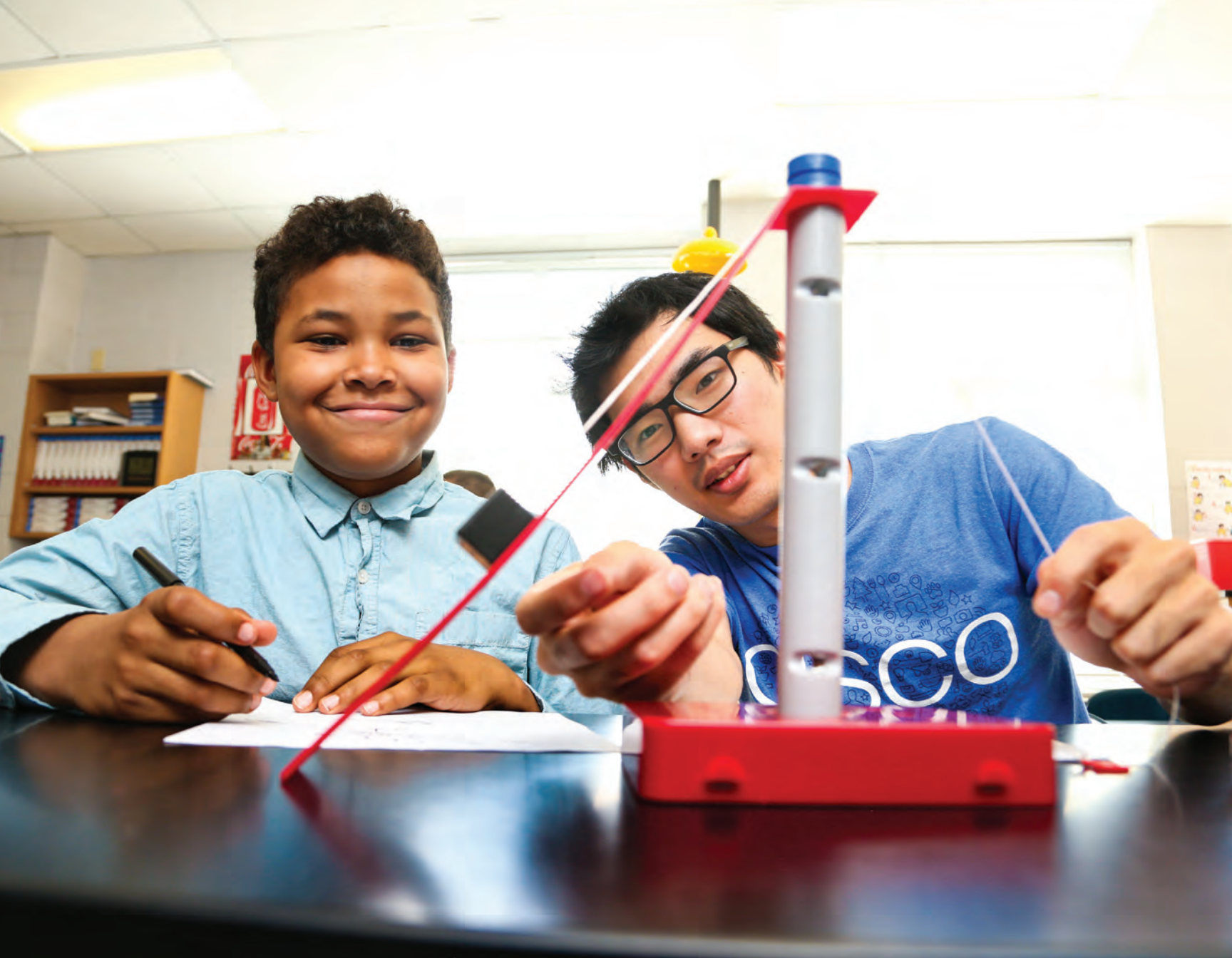
To become the premier organization in the region for community service and leadership development for youth, teens, staff and volunteers.

### 2020 TARGET

Increase volunteering in our community by 400% through the YMCA or other area nonprofit organizations.  
Increase youth participation in YMCA Leadership Development programs by 100%.

## THREE-YEAR OBJECTIVES

- 1 Complete our philanthropic campaign to raise \$62 million for annual, \$45 million for capital and \$10 million for endowment by the year 2020.
- 2 Strengthen the Corporate Board of Directors/Branch Advisory Boards' experience including onboarding, training, engagement and recruitment.
- 3 Develop and implement strategies for recruitment, onboarding, training and coaching of the YMCA's part-time staff to better fulfill our Mission and Cause.
- 4 Develop and implement a chart of work for the Christian Leadership Committee focusing on servant leadership and inclusion of all.
- 5 Ensure all branches participate in the Y's signature volunteer program, **Togetherhood**, and increase participation by 25%.
- 6 Train all YMCA Corporate and Advisory Boards on **Dimensions of Diversity** and have each Y branch and camp develop a written plan to ensure YMCA policy, program, philanthropic and other volunteers include leaders that represent a full range of community stakeholders.
- 7 Launch a Young Professionals Advisory Board for the YMCA of the Triangle designed for community leaders under the age of 40.
- 8 Align Human Resources and Learning and Leadership Development to ensure high staff engagement and productivity.



## EXPANDING THE REACH OF THE YMCA

### GOAL 5

To develop and implement innovative means to deliver our programs to communities and constituencies who need and desire YMCA services and programs.

### 2020 TARGET

Ten new communities or constituencies are significantly served through YMCA programs or facilities.

### THREE-YEAR OBJECTIVES

- 1** Open the YMCA, elementary school and housing in Southeast Raleigh.
- 2** Support five YMCAs in eastern North Carolina through collaborative partnerships.
- 3** Develop and test at least one innovative approach in at least two service regions to deliver YMCA programs that expand beyond traditional Y programming in order to reach more people.
- 4** Complete the work of the Camp Expansion Task Force, and make recommendations to the Corporate Board of Directors for expanded service for overnight camping.
- 5** Implement recommendations for the East Durham Task Force to more effectively serve that community through wellness and youth programs.
- 6** Re-institute the Capital Planning and Oversight Committee to determine future growth of the association.
- 7** Develop and test a program model to engage key constituencies at YMCA overnight camps during the non-summer months.







## BRANCH LOCATIONS

### WAKE COUNTY

**A.E. Finley YMCA**

9216 Baileywick Road, Raleigh

**Alexander Family YMCA**

1603 Hillsborough Street, Raleigh

**Association Programs Branch**

801 Corporate Center Drive, Suite 200, Raleigh

**Kerr Family YMCA**

2500 Wakefield Pines Drive, Raleigh

**Kraft Family YMCA**

8921 Holly Springs Road, Apex

**Northwest Cary YMCA**

6903 Carpenter Fire Station Road, Cary

**Taylor Family YMCA**

101 YMCA Drive, Cary

**Poole Family YMCA**

2110 Aversboro Road, Garner

**Poyner YMCA**

227 Fayetteville Street, Raleigh

**YMCA at Knightdale Station**

494 Knightdale Station Run, Knightdale

### DURHAM COUNTY

**Downtown Durham YMCA**

218 W. Morgan Street, Durham

**Hope Valley Farms YMCA**

4818 S. Roxboro Street, Durham

**Lakewood YMCA**

2119 Chapel Hill Road, Durham

**YMCA at American Tobacco**

410 Blackwell Street, Durham

### JOHNSTON & LEE COUNTIES

**Ingram Family YMCA**

1907 K M Wicker Memorial Drive, Sanford

**Johnston County YMCA**

2110 Aversboro Road, Garner

### ORANGE COUNTY

**Chapel Hill – Carrboro YMCA**

980 Martin Luther King Jr. Blvd., Chapel Hill

### CHATHAM COUNTY

**Chatham YMCA**

287 East Street, Suite 411, Pittsboro

### OVERNIGHT CAMPS

**YMCA Camp Kanata**

13524 Camp Kanata Road, Wake Forest

**YMCA Camp Sea Gull**

218 Sea Gull Landing, Arapahoe

**YMCA Camp Seafarer**

2744 Seafarer Road, Arapahoe

**YMCA Mission:**

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

[YMCATriangle.org](http://YMCATriangle.org)