



YMCA of the Triangle
18-MONTH STRATEGIC PLAN
Summer 2021 – December 2022

ENSURING A STRONG COMMITMENT TO SERVICE **FOR ALL**



COVID-19 changed our world, but
not the YMCA of the Triangle's
commitment to serve.

Our Y has always been more than just a
gym and swim – filling gaps and supporting
urgent needs throughout the region. While
our organization was significantly impacted
by the pandemic, we are building back so we
can support our community on the other
side of this crisis.

To accomplish this, YMCA volunteer leaders
and staff have developed an 18-month
Strategic Plan that includes operational
objectives designed to ensure long-term
financial stability and responsible growth of
our culture, staff and programs.



GOAL 1

SUSTAIN, POSITION AND STRENGTHEN THE YMCA OF THE TRIANGLE

Rebuild the YMCA's annual operational strength. This leads to long-term financial sustainability as we strive to heal our community through programs that support physical, mental and spiritual health.



OBJECTIVES:

1. Activate an 18-month operational plan that ensures program quality, drives revenue and is focused on bringing our communities back together post COVID.

Membership

- Grow membership revenue back to at least 85% of pre-COVID levels.
- Reimagine group exercise to maximize consistent quality and member participation.
- Ensure a continuum of member engagement and programs that connect individuals to YMCA small communities that support individual wellness goals.

Youth Development and Overnight Camping

- Grow youth revenue back to 100% of pre-COVID levels.
- Ensure quality experiences in youth programs with a primary focus on overnight camping, after school/tracking out, summer day camp and academic achievement.

Teen Engagement

- Grow teen program enrollments to at least 85% of pre-COVID levels.
- Explore and implement new program designs to meet teen needs post COVID.

Family Engagement

- Increase family engagement with innovative approaches that provide opportunities for quality time together, active programming and service to encourage the entire family to come back to the YMCA.

Environment

- Aggressively address deferred maintenance with an agreed-upon fixed allocation of the annual operating budget that will ensure strong asset management.
- Ensure our physical spaces are relevant, up to date and designed to maximize engagement opportunities.
- Provide safe, clean environments including strong sanitation and air quality monitoring for our staff and members.

2. Strengthen our YMCA's organizational culture and workforce.

- Strategically rebuild an organizational structure that optimizes facility and program support.
- Reinvent a positive staff culture that values greater hands-on leadership within branches and programs with a focus on our Mission and service.
- Develop and implement new learning experiences that ensure staff at all levels have the training, tools and resources needed to effectively carry out the 18-month operational plan.
- Provide resources to support staff mental health.

3. Commit to strong fiscal planning and management.

- Rebuild the maintenance reserve funding to a minimum of \$20M with an agreed-upon fixed allocation of the annual budget set aside for future needs.
- Prioritize and allocate financial resources toward programs that have had the greatest return on investment for our YMCA, and that are aligned with the 18-month operational plan's areas of focus.

4. Develop the YMCA of the Triangle's next ten-year Strategic Plan.



GOAL 2

DEEPEN DIVERSITY, EQUITY AND INCLUSION EFFORTS

Continue our YMCA's DEI efforts by boldly infusing DEI work into all aspects of our organizational structure.





OBJECTIVES:

1. Establish a volunteer structure that supports internal and external DEI work including a DEI Committee on the YMCA's Board of Directors.

2. Launch the YMCA's new Diversity, Equity and Inclusion Department.

- Resource the YMCA's DEI Department to support organizational DEI initiatives, work and objectives.
- With guidance from the Racial Equity Learning & Action Community, our DEI consultants and using the results of our Racial Equity Map survey, establish goals and metrics related to our DEI work.
- Successfully onboard the Chief Diversity, Equity and Inclusion Officer.

3. Develop, adopt and communicate a DEI statement on behalf of the YMCA of the Triangle.

Current State:

- Strong Corporate Board leadership and committee structures are in place and senior staff have capacity to support DEI Committee.
- Four staff members hired for DEI Department including a new Chief Diversity, Equity and Inclusion Officer.
- Consultant hired and RELAC survey conducted with key constituents to help determine association priorities around DEI.
- Initial DEI framework is created.

Measurements:

- DEI Department staff structure is fully in place with clearly defined roles.
- Results of RELAC survey accepted and priorities identified, communicated and published.
- DEI Committee is in place and a Chart of Work has been developed.
- DEI statement is adopted by the Board of Directors and a written strategy is in place for broadly communicating our strategy.

GOAL 3

ADVOCATE FOR CHANGE

Strengthen relationships with elected officials and key community stakeholders and educate them about the YMCA's work. This leads to policies and funding that support our areas of Youth Development, Healthy Living and Social Responsibility for the long-term success of our community.



OBJECTIVES:

- 1. Develop the YMCA of the Triangle's legislative priorities, advocacy strategy, and staff structure that supports advocacy work.**
- 2. Create a volunteer activation structure that supports the YMCA's federal, state and local legislative priorities and advocacy strategy which may include an Advocacy Committee.**
- 3. Increase efforts to research, apply for and effectively manage foundation and government grants.**

Current State:

- YMCA staff and volunteers maintain relationships with many of our state and local elected officials.
- Relationship management software is in place.
- Full-time grants manager has been hired; staff grants committee is in place and actively reviewing all potential requests.
- Finance staff is in place to track grants.
- Strong Corporate Board leadership and committee structures are in place.

Measurements:

- Four, new governmental grants secured by December 2022.
- 75% of elected officials in our service area are assigned to a staff member or volunteer and entered into relationship management software and a plan is in place for stewarding each official.
- Executive Leadership Team members and Board of Directors understand the YMCA State Alliance's Legislative Agenda and the local priorities for the YMCA of the Triangle.
- Advocacy Committee is in place and a chart of work has been developed.





For more than 160 years, the YMCA of the Triangle has strengthened the very foundations of the community we serve. We're proud of our diverse community and are passionate about being a positive force for good. We have 19 membership branches and three overnight camps located in Wake, Chatham, Durham, Johnston, Lee, Pamlico and Orange counties.

YMCA MISSION

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

YMCATriangle.org