



ENVISIONING OUR FUTURE IMPACT ON OUR COMMUNITIES

YMCA OF GREENSBORO
2022 – 2025
Revised June 2023



STRATEGIC PLANNING COMMITTEE

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OUR MISSION

The mission of the YMCA of Greensboro is to put Judeo-Christian principles into practice through programs that build a healthy spirit, mind, and body for all.

OUR VALUES

Guided by our core values of caring, honesty, respect and responsibility, the Y is dedicated to giving people of all ages, backgrounds and walks of life the opportunity to reach their full potential with dignity.

OUR CAUSE

At the Y, strengthening community is our cause. Every day, we work side by side with our neighbors to make sure that everyone—regardless of age, income or background—has the opportunity to learn, grow and thrive.

VISION STATEMENT

Building a stronger and healthier community where equity is the norm.



OUR STRATEGIC ADVANTAGES

“Traits” using our unique assets and outstanding execution (not in priority order).

1. We approach health with the whole person in mind – spirit, mind and body.
2. We build more than muscle – we build community.
3. We are values-driven.
4. We serve all from birth to seniors.
5. We build the whole child and develop tomorrow’s leaders.
6. We’ve been a longstanding organization, and we’re here for good.
7. We are a safe space for all.
8. Our brand is strong and gives us an opportunity to collaborate with others to strengthen our community.
9. We provide access to all through financial assistance.

OUR STRATEGY SCREEN

A “filter” that aids in decision-making that challenges the organization’s thinking (not in priority order).

1. Does it align with our values/mission?
2. Is it sustainable?
3. Does it play to our strengths? Are we best suited to do it?
4. Does it improve our community and add value?
5. Does it meet a critical community need?
6. What are the barriers that may occur to give access to all?
7. Can we measure the results and see the impact?
8. Does it help us serve more people, especially the underserved or marginalized?
9. Is the opportunity addressing a “system” or “symptom” issue?

OUR BIG QUESTIONS

Opportunities and threats that the Y must address that are outside of the current scope of strategies.

1. How can we expand and deepen our collaborations?
2. Who are we missing – what populations?
3. How do we build our capacity to serve outside of our facilities?
4. How do we serve more youth and teens?
5. How do we show that Diversity, Equity, and Inclusion is a staple of the Y?
6. How do we make the Y stand out as *the* place for wellness, childcare, swim lessons, food/nutrition, volunteerism, and donations?

STRATEGIC PRIORITIES AND ORGANIZATIONAL STRATEGIES

STRATEGIC PRIORITY 1: Nurturing the Potential for All Children & Teens

1

ORGANIZATIONAL STRATEGIES:

1. *Strengthen Program Quality & Social Emotional Capacities of Youth.*

Measurable Outcomes:

- a. 100% of youth development staff will receive training and access to Social Emotional Learning resources within the first 6 weeks of employment and will receive quarterly SEL training.
- b. Using the Hello Insight SEL pre/post measurement tool, 75-80% of youth will show annual growth in at least one Social Emotional Capacity.
- c. Using the Hello Insight SEL check-in measurement tool, all Y youth development programs will increase Positive Child Development (PCD) experiences by 2-5% annually.
- d. All youth program sites will teach basic survival and life skills by 2025 (e.g. financial literacy, cooking, gardening, etc.).
- e. All youth program sites will offer at least one technology-based program by 2025 (e.g. First Lego League, Esports, computer coding, graphic design, etc.).

2. *Scale new and existing teen and youth programs association wide.*

Measurable Outcomes:

- a. Increase teen engagement by providing teen programming at all youth serving Y sites and launch two new teen outreach programs by 2025.
- b. Increase overnight capacity (four duplex cabins) at YMCA Camp Weaver by 2025.
- c. Provide Safety Around Water training for 3,000 youth by end of 2025.

STRATEGIC PRIORITIES AND ORGANIZATIONAL STRATEGIES

STRATEGIC PRIORITY 2: Improve Community Health



2

ORGANIZATIONAL STRATEGIES:

1. Increase community-based classes.

Measurable Outcomes:

- a. Increase attendance at classes within the community from end of 2022 to the end of 2023 by 10% then growth percentage to be determined annually.
- b. Increase Evidence-Based Health Initiatives class offerings in association by determining the member and community need in Guilford and Rockingham counties by offering Physician's Referral Exercise Program (PREP), Diabetes Prevention Program, Blood Pressure Self-Management and LIVESTRONG® at the Y annually or quarterly based on class length.
- c. Launch Moving for Better Balance and Walk with Ease programs in Guilford County (location to be determined by community need).

2. Integrate technology tools for member engagement.

Measurable Outcomes:

- a. Increase Myzone, YMCA 360 and Fit3D participation to be determined annually.
- b. Evaluate other technology tools as they come to market.

STRATEGIC PRIORITIES AND ORGANIZATIONAL STRATEGIES

STRATEGIC PRIORITY 3: Social Responsibility



3

ORGANIZATIONAL STRATEGIES:

1. *Establish, implement and educate relevant policies, practices, and procedures to serve all segments of the community and promote diversity, equity and inclusion (DEI).*

Measurable Outcomes:

- a. Establish and implement DEI training curricula for staff, board and volunteers to increase knowledge and cultural awareness by the end of fourth quarter of 2023 with staff training commencing in quarter one of 2024.
 - b. Create YMCA of Greensboro's Equity Approach by end of fourth quarter 2023.
 - c. Formalized DEI policies and procedures with board approval by end of third quarter 2024 and implement by second quarter of 2025.
2. *Improve and promote a culture of philanthropy to support financial assistance.*
Measurable Outcomes:
 - a. Identify and implement new payment methods for donors, members and program participants.
 - b. Increase in Chair's Roundtable (CRT) donors by 3% annually.
 - c. Increase in Board impact on philanthropy (Annual Campaign) by 5% annually from the established 2021 baseline, e.g., total "give/get" of Metro Board.
 - d. Increased financial assistance awardees by 3-5% annually.
 - e. Identify software platform for use by members and program participants seeking financial assistance. Test and implement by beginning of quarter four of 2022. *Completed.*
 3. *Promote and educate the public on financial assistance.*
Measurable Outcome:
 - a. Develop plan by the end of January annually and measure impact on an annual basis.
 4. *Partner with the YMCA State Alliance to increase advocacy at local and national level for identified systemic issues impacting our communities.*
Measurable Outcomes:
 - a. Provide Board advocacy training by end of 2022 with annual refresher and first-time training annually for new board members.
 - b. Create a campaign to have 10% of staff and board to join the YMCA Advocate Action Network. Target 50% of full-time staff and 50% of Board engaged by 2024.
 - c. Invite at least one state or national legislator to visit one of our facilities annually.

STRATEGIC PRIORITIES AND ORGANIZATIONAL STRATEGIES

STRATEGIC PRIORITY 4: Organizational Growth

4

ORGANIZATIONAL STRATEGIES:

1. *Become an employer of choice.*

Measurable Outcomes:

- a. By end of second quarter 2022, complete staff focus groups, prioritize top three to five desires and implement plan to meet desires. *Completed. Annual or bi-annual surveys ongoing.*
- b. Create and implement leadership development program including career plan by end of 2023 and implement in 2024.
- c. Hire recruiter by end of first quarter 2022 to ensure we have adequate and appropriate staffing. Includes development of comprehensive recruitment plan within 60 days of hire. *Completed.*
- d. Develop and improve staff incentive and benefits program by end of 2022.
- e. Complete baseline employee satisfaction survey by second quarter of 2022 and annually thereafter and engage culture team to address systemic issues. *Completed and ongoing.*
- f. Beginning 2022, all supervisors have quarterly check-ins on planned vacation time. *Completed.*

2. *Optimize facilities both internal and external environments.*

Measurable Outcomes:

- a. Reengage GROWTH Committee to review and recommend project priorities for the next 2-4 years; identify projects for state capacity funding by end of January 2022; complete projects started in 2021 by end of 2022.
- b. Update Facilities Conditions Assessments on a tri-annual basis.
- c. Increased member retention from July 2022 by 3% in 2025.

3. *Actively seek new collaborations with partners to meet community needs.*

Measurable Outcomes:

- a. Establish two partnership agreements with mental health agencies by 2025.
- b. Establish three partnership agreements with new or existing community partners (outside of the mental health space) by 2024, with a special emphasis on youth.
- c. Establish baseline identifying collaborations/community partners, collaborative impact and our gaps by the end of 2022.
- d. Leverage community partnerships to expand professional development opportunities for staff and boards; offering at least one new training option annually.

4. Increase data-driven decision-making for membership and programs.

Measurable Outcomes:

- a. Explore, develop and launch real-time data dashboard for membership and program sales by third quarter of 2022. *Completed.*

