



FOR YOUTH DEVELOPMENT®  
FOR HEALTHY LIVING  
FOR SOCIAL RESPONSIBILITY

# ADVANCING OUR CAUSE

STRATEGIC PLAN: VISION 2025, PHASE II  
YMCA OF FLORIDA'S FIRST COAST



# HELLO

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# Letter from the President and Chair

Our YMCA history began in 1844 to answer a pressing community need. More than 160 years later, it is clear that our community still needs us. Health disparities persist across the First Coast and we have higher than average rates for obesity and other chronic diseases. More and more children face seemingly insurmountable learning gaps. Families find it difficult to spend quality time together. People are not connected to their neighbors and face time happens through a phone.

Every day, the Y's impact is felt across Baker, Clay, Duval, Nassau and St. Johns counties. From the health-seeker who wasn't sure where to begin, but has found guidance and support to reach her goal; to the teenager who didn't fit in on the basketball court but has become a superstar debating bills at the state capitol; to the deployed dad who doesn't worry as much about his family because he knows the Y is stepping in to help while he is an ocean away.

At the Y, we recognize that each person has a unique health journey, and we strive to support him or her where they are in ways that are most meaningful. We put caring people in children's lives to nurture their potential so they can become active, thriving and contributing members of society. We offer unique opportunities for families to come together in a safe place. We create a welcoming environment for all, free of judgment and intimidation.

While our organization sometimes faces challenges, we remain focused on advancing our cause. Our Strategic Plan serves as a significant guide for our decision-making, providing the foundation for exceptional progress. Advancing Our Cause: Vision 2025, Phase II will direct our good work for the next three years. The strategic priorities, initiatives and success measures that make up this plan reinforce our commitment to secure our long-term financial sustainability so that we are able to deliver programs and services that ensure children are on track for a successful future, individuals and families are improving their health and well-being, and the First Coast as a whole is stronger.

There's the gym and then there's the Y. We've always been more than a place to work out. We are here for our community. Thank you for sharing in our commitment to change lives. Together, we are building a better us.

**ERIC K. MANN**  
President & CEO

**PEGGY BRYAN**  
Chair of the Board

**Since 1908, the work of the First Coast Y has grown and evolved, but one thing has remained constant: our mission. It is our reason for being and a driving force behind our cause of strengthening the foundations of community.**

## **OUR MISSION:**

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

# Letter from the Planning Chair



In September 2013, the First Coast YMCA adopted Vision 2025, a new strategic roadmap to guide our organization into the year 2025. The overarching Vision is to strengthen communities, and we plan to advance this Vision by focusing on the unique strengths of the First Coast YMCA to: (a) develop the potential of youth, (b) empower individuals to make healthy choices, and (c) encourage social responsibility and inclusiveness within our communities. Vision 2025 will be implemented over time in four phases, with each phase including strategic initiatives advancing the pillars of Youth Development, Healthy Living and Social Responsibility.

Phase I of Vision 2025 was initiated in 2014 and, over the past three years, has significantly impacted and strengthened our communities as a result of the entire YMCA family embracing its strategies. Through anonymous surveys, independent firm SEER Analytics researches how our strategies are helping members and program participants reach their greatest potential. As you'll see by the data we share throughout this guide, we are making great progress. Moving into Phase II of the strategic plan, many of the Phase I initiatives will be carried forward and join new initiatives aimed at making certain our organization is financially healthy and further advancing our cause over the next three years.

The Strategic Planning Committee is very excited and confident about the ongoing and new strategic initiatives for Phase II. The strategies were developed using the same comprehensive and inclusive approach as Phase I (staff and volunteers from every level of the organization had a voice, community leaders outside the organization provided input, both national and local trends were studied, and Phase I initiatives were analyzed for effectiveness). The 18-member committee devoted considerable time and expertise to the process. However, the heavy lifting was done by the 30+ strategy leaders: staff members who prepared presentations on 15 different strategies for our committee to consider. Every presentation was well researched, comprehensive and insightful. The committee's most difficult task was choosing the strategies to recommend because all of the proposed strategies were strong. After considering new challenges and opportunities both inside and outside of the organization, and some lively debate, the committee ultimately recommended strategies that we are confident will compliment and build on the momentum created in Phase I.

On March 21, 2017 the First Coast YMCA Board of Directors adopted the Phase II recommendations. The committee extends gratitude to all who devoted time, effort and expertise to the process, especially the strategy leaders and the exceptionally organized Executive Assistants Suellen Brewer and Amy Toole. We also appreciate the commitment and guidance of President and CEO Eric Mann, along with the dedication of Mr. George Babish who led the entire process with vision and expertise.

A handwritten signature in black ink that reads "Shelly Boynton".

**SHELLY BOYNTON**  
**Strategic Planning Chair**

## STRATEGIC PLANNING COMMITTEE MEMBERS .....

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**Floyd B. Willis, MD**

# OUR VALUES

- CARING
- HONESTY
- RESPECT
- RESPONSIBILITY

# OUR VISION

The YMCA of Florida's First Coast is a cause-driven organization focused on strengthening the foundations of community by developing the potential of youth, promoting healthy living and encouraging social responsibility.

# OUR STRATEGIES



## YOUTH DEVELOPMENT

We will focus on developing our youth and teens through programs that help them realize their full potential.



## HEALTHY LIVING

We will work with community partners to improve the health of the people by providing them with programs and services that make them feel empowered.



## SOCIAL RESPONSIBILITY

We will create an environment where everyone, regardless of income, age or background, feels a sense of belonging and has the opportunity to thrive.

# INTERNAL CAPACITY





# ASSOCIATION STRATEGIC PRIORITIES



# INTERNAL CAPACITY

## Secure Our Long Term Sustainability Through Philanthropy and Fiscal Management

NEKITA NESMITH, PENNY ZUBER

The YMCA of Florida's First Coast, Inc. has been a staple in Jacksonville and the surrounding communities for over 109 years. This Y has been a superb steward of its families by setting the standard for health and wellness and strengthening the foundation of its community for generations. It is time that we return the favor.

As organizational leaders, this Y has been entrusted to us and we need to become intentional and deliberate in our focus on the financial health and wellness of our Y. Operating at a deficit the past few years has jeopardized the fiscal health and wellness of our organization and creating a strategy to secure long-term sustainability through philanthropy and fiscal management is a solution.

We need to be fiscally secure in order to seamlessly maintain service in critical areas of need as well as have the financial flexibility to respond to market needs. We must be capable of becoming accessible to all in order to achieve the impact we desire and the lack of resources prohibits that currently. The Y is for all and our job is to make the critical decisions today that will solidify that the Y is available for generations to come.

### 1. Strengthen the YMCA's financial position through the establishment of operating reserves.

- a. Days cash on hand will be equal to 45 days by September 30, 2017 (\$3.5M) and 60 days in September 2019 (\$4.7M).
- b. Align operating expenses with revenue sources by evaluating all costs and adjusting as necessary beginning with the 2017 Operating Budget.
- c. Review performance of all operating centers and assets in 2017 and recommend reduction of operations and/or sale of non-performing assets.

### 2. Meeting member needs and enhancing their experience through continued improvement of our existing facilities and the creation of new facilities in areas of need.

- a. Address all of the deferred maintenance needs from the last three years (minimum \$1M) with a maintenance reserves fund to be established in 2018.

- b. Adopt a comprehensive campaign structure to raise funds for all facilities beginning with Johnson and Ponte Vedra campaigns in 2017.

- c. Create an endowment by 2020 to support deferred maintenance of facilities, and giving options for donors will be expanded.

### 3. Making the Y the destination of choice for charitable giving.

- a. Overall fundraising totals will increase as will participation in giving and member participation in giving will grow 1% annually in the next three years. Currently three year average is 5%.
- b. Launch a campaign for legacy giving in 2018, with primary goals of documenting existing gifts and using gift agreements.
- c. Internal assessment of philanthropic culture will be completed in 2017 and subsequent training will take place to improve based on results.
  - i. Task force consisting of Y staff, Y members and Y board members across the association will be created to develop tactics for achieving success measures in this area.

## HEALTHY LIVING

# Help Bridge the Gap Between Health Care and Our Community with Our Partners

TOM CAMPBELL, BOB CONKLIN

Health care organizations are moving away from the traditional sick care, in-patient model to one focusing on wellness, prevention and out-patient care. Hospitals and health care providers are looking for ways to provide affordable health care so they remain sustainable due to the high cost of health care. The timing is right to position Florida's First Coast YMCA as a trusted health and wellness partner to play a more significant role in the health care delivery model.

### 1. Expand Healthy Living Center programs and services. Continue to strengthen relationships with community healthy living partners.

- a. Jointly establish baseline measures and outcomes with partners.
- b. Open two new Healthy Living Centers by 2020.
- c. Increase referrals to 3,000 by 2020.

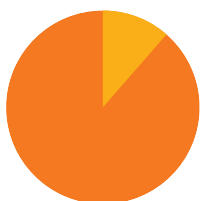
### 2. Expand evidenced-based chronic disease prevention programs and capitalize on third party reimbursement. Offering additional evidenced-based programs is necessary as we increase credibility with the medical community – a segment highly focused on positive quality outcomes.

- a. Identify grant, corporate, and third party payer funding opportunities. Target \$1 million by 2020.
- b. Increase participation in our evidenced-based programs by the hundreds.

- c. Develop three additional chronic disease prevention programs by 2020.

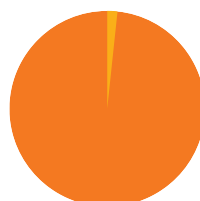
### 3. Establish trust and credibility with the medical community to increase referral pathways. We need to expand relationships with the medical community so a patient can benefit from an exercise program where the YMCA is the place of choice referral.

- a. Implement an Exercise is Medicine™ Program in 2017 with the support of health partners.
- b. Train and educate the wellness staff and all other staff involved in the program. Require the EIM credential by 2018.
- c. Generate 1,500 referrals from health care providers into our program and convert 15% into new YMCA members by 2020.



86%

OF MEMBERS BELIEVE THE Y  
IS A LEADER IN PROMOTING  
HEALTHY HABITS



97%

OF MEMBERS BELIEVE THE Y  
IS A COMMUNITY RESOURCE  
FOR IMPROVING HEALTH &  
WELL-BEING

## YOUTH DEVELOPMENT

# Enhancing quality of life for children through sports, aquatics, and family programming

PETE HICKS, JENNIFER RYAN

We will build youth fitness and wellness through revitalized legacy sports programs and expansion into underserved areas. We will position the Y as a leading resource to eliminate youth obesity, prevent drownings and increase youth activity. The Y is a leader in sports and family wellness programming, and encouraging participation at an early age increases the chances that these activities become habits and lead to improved health, achievement, and quality of life.

### **1. Increase Legacy Sports Participation: Continue to grow as a leader of Youth Sports. "We invented the game" is our rally cry and it is our job to continue to impact our communities.**

- a. Revenue from Legacy Sports Programs (basketball, flag football, soccer, and volleyball) will increase by 9% in 2017 and 20% by 2020.
- b. All five counties will have piloted a middle school intramural program by 2020, with an annual participation of 250 students.

### **2. Be recognized as a premier location to provide aquatic programming: Build the next generation of swim lesson instructors and coaches by teaching children to swim, reducing the number of drownings, and helping children become lifelong swimmers.**

- a. Implement new YUSA Swim Lesson Curriculum at all aquatic locations in summer 2017.
- b. Revamp Association Swim Team standards and guidelines by May 2017.
- c. Growth in swim lesson/swim team participation by 5% in 2017 and 10% by 2020.
- d. Reduce the risk of drowning among children in Northeast Florida

### **3. Serve with the Community Coalition of Stewards of Children: Seek to empower an unprecedented preventative action movement to protect children from sexual abuse.**

- a. Train 90% current part and full time Y staff by 2020 or 1,800 over three years.
- b. Offer Stewards of Children through our website to the community.
- c. Offer facilitators, space and trainings to the community.

### **4. Develop a signature obesity prevention program for youth and families: Expand programs for parents and children that include healthy cooking classes and utilize kitchens and SEEDifferently.**

- a. Establish one signature program annually 2017-2019. Programs should impact at least 5% of participants, based on percentage of weight loss and behavior change.
- b. Increase towers by 10 each year, mostly in food deserts.
- c. Increase number of children participating in the obesity prevention program by 25% each year for three years.

### **5. Implement Parent University: Create a program that helps to bridge the parenting gap. Work with our partners, Baptist and Wolfson's Children's Hospital, who are implementing evidence-based parenting programs.**

- a. Begin implementation in 2017 in 5 Healthy Living Centers (HLCs). By 2020 our goal is to have 1,000 families participating annually association-wide.

## SOCIAL RESPONSIBILITY

# Becoming One of the Most Military-Friendly YMCA's in the Country

JON DEAROLF, ANDY STACK

Jacksonville is home to the third largest military population in the nation, with over 40,000 active duty personnel and another 6,000 active reserves at seven installations located within a few miles of many of our facilities and programs. Another 50,000 defense contractors and DOD civilian personnel support these installations, most of whom have previous military experience. Additionally, our service area is home to over 170,000 veterans. In order to fulfill our mission, we will provide services and programs to support these unique communities. We will increase accessibility to the Y by addressing affordability and proximity to major installations, programming adapted to complex social needs, sharing this message with members and community partners, and becoming a military and veteran friendly workplace.

### FROM A MILITARY LEADER:

**"Military Families, as you well know, have unique challenges that require a community support response. Given the Y's resources and general availability, military families would rally to the Y being a center for support. The traditional "on base" model is somewhat outdated as so many families now live not only "off base," but far away.**

**I would also add that helping veterans, not just military families, would be a great benefit also. The line between an "active duty family" and a "veteran family" is often blurry. Kids of a dad who is deployed and one whose dad is at home suffering from PTS or is working to re-integrate into civilian life often have strikingly similar challenges and need similar support."**

**1. Support dependents of active duty personnel through programming that provides a community-based "safe harbor" for those most at risk for adverse social outcomes, like divorce, financial stress, substance abuse, etc.**

a. 3,000 military family participants enrolled in targeted programs by 2020.

**2. Provide affordable access to wellness solutions that do not exist on base and improve communication of Y programming that meets specific needs of military families.**

a. Recruit 1,000 new military members by 2020.

**3. Leverage partnerships with military installations and military serving organizations to create more accessibility and offerings to military families.**

a. Develop and begin delivery of at least three joint services programs by 2018.

b. Expand impact to reach at least 10% of military and veteran community (100,000+) by the end of 2020.

**4. Become a military and veteran friendly workplace.**

a. Our Y will hire a minimum of 250 veterans by 2020.

## HEALTHY LIVING

# Help Boomers and Millennials Achieve and Maintain Health

KATHY CANNON, FELINA MARTIN

In our five county service area, residents ages 50 & better represent 38% of Y membership. Millennials are the largest generation in US history but view the Y as a commodity and somewhat irrelevant. Less than 15% of our members are millennials, and less than 30% of our millennial members would recommend a friend to join.

We need a major shift in the minds of millennials to view the Y as their solution for personal and community impact, and want those over the age of 50 to view the Y as their primary source of for overall health, wellness and social engagement.

**1. Create a traveling Y model for underserved communities and Y deserts. This will increase Y visibility as programs are offered to more individuals.**

- a. Acquire \$150,000 to launch initiative.
- b. Touch at least 1,500 new participants by 2020.

**2. Infuse cutting-edge technology to maximize participants' engagement.**

- a. Increase retention to 70% by 2020.
- b. Increase database from 250,000 to 400,000 by 2020.

**3. Create social activities and unique programming to target Boomers and Millennials by reconditioning an existing underperforming physical asset to an on-demand program model.**

- a. Increase referrals in the 20/20 program to 50% of paying members by 2020.

**4. Offer health and wellness coaching outside our four walls: we will use technology to offer virtual health coaching, personal training and nutrition counseling.**

- a. A 20% increase in personal training, nutrition and Healthy Living program revenue for the association by 2020.

**5. Create a loyalty/rewards program to encourage the individual health journey: members will be able to earn points for things such as facility access, participation in select programs, and activity on social media. As an added member benefit, we will partner with area businesses to provide members a discount at local establishments.**

- a. Thousands of participants enrolled in loyalty program.

FROM A COMMUNITY FOUNDATION EXECUTIVE:

**"The traveling Y model is needed. Working in partnership with the City of Jacksonville parks and recreation offices would enable you to reach underserved communities and Y deserts and also activate our parks in these areas."**





# **BRANCH AND DEPARTMENT STRATEGIC PRIORITIES**



## HEALTHY LIVING

# Expand and Grow our Y as a Total Wellness Resource

## HEALTHY LIVING DEPARTMENT

A stronger community is a healthier community. In response to the needs of individuals and unique communities, Healthy Living offers solutions for those dealing with chronic disease, raising healthy families, and living a healthier lifestyle in order to enhance disease prevention. When a member participates in a Healthy Living program, their retention tends to increase by 30%.

According to the Health Planning Council's Community Health Needs Assessment, our service area has ten out of the eleven mortality indicators and eight out of the eleven morbidity indicators. The US Department of Agriculture's Economic Research Services define a "food desert" as a low-income area more than one mile from a supermarket or large grocery store in urban areas and more than 10 miles in rural areas. There are USDA designated food deserts in Baker, Clay, Duval, and St. Johns counties. SEEDifferently, a Y urban gardening health initiative, is designed to increase food access in food deserts.

### FROM A HOSPITAL CHIEF MEDICAL OFFICER:

**"Success would be measured as an overall improved number of people in the programs that are being offered. Long term of course, we would see a decrease in number of hospital visits for non-traumatic needs as well as an improvement in perception of quality of life."**

#### **1. Identify members' desired health goals and connect them to wellness solutions to ensure their achievement and fulfillment.**

- a. Connect 90% of new members to at least two wellness solutions within the first 180 days of membership by 2020.

#### **2. Partner with regional employers to improve the health of their population and strengthen their workforce.**

- a. Engage corporate partners by connecting them to one of the following solutions: PATH, a Y Healthy Living program, or a Y membership subsidy model.
- b. Increase corporate membership units to a minimum of 3,500 by 2020.

#### **3. Connect with underserved and special needs populations to improve their health and quality of life.**

- a. Over the next three years, connect with 3-5 strategic health partners to implement Y solutions that target health indicators that are identified in the community needs assessment.

#### **4. Educate Y staff and align Healthy Living solutions with membership to maximize impact.**

- a. Align Personal and Group Training with Healthy Living in 2017.
- b. Align Group Exercise with Healthy Living in 2018.
- c. Align Wellness Directors with Healthy Living in 2017.

## SOCIAL RESPONSIBILITY

# Energize the Y as a Global Center of Excellence for New to Jacksonville Residents

## MARIA ARISTIZABAL AND THE BROOKS Y, CLAY COUNTY YS, WILLIAMS Y

Communities across the U.S. are rapidly changing. As neighborhoods become more diverse, it is important that we understand who is in our communities and how best to serve them. There has been significant population growth in Northeast Florida since 2010, and the community surrounding the duPont Y Youth Development Campus is an example of neighborhood diversity: 20% of residents are foreign born, 8% are Spanish-speakers, and 16% speak languages other than English or Spanish.

In a diverse world, we are stronger when we are inclusive, and it is critical to both our mission and our business to effectively engage, support, and serve all. We look to become a welcoming platform for newcomers to Northeast Florida by increasing awareness of our services and programs and having empathetic staff that reflect the community they serve.

# 92%

**OF MEMBERS BELIEVE THE Y HELPS  
STRENGTHEN THE COMMUNITY**

# 25%

**OF MEMBERS BELIEVE THE Y  
CREATES REAL POSITIVE IMPACT  
IN THE COMMUNITY**

### **1. The First Coast Y will be recognized as the national GCE model by engaging and working with the newcomer community.**

a. We will be certified as a GCE by YUSA by the end of 2017.

### **2. Strengthen and expand outreach to the Hispanic/Latino, Indian, Asian, and other underserved markets.**

a. By 2020, the Williams Y will increase Hispanic and Indian membership by 10%, serving an additional 250 families.

b. By 2020, the Dye Clay Y will reflect 8.2% Hispanic population to align with surrounding community, increasing the number of Hispanic families served by 100.

c. By 2020, the Brooks Y will increase Indian family units by 200.

### **3. Improve access for newcomer communities by updating current systems.**

a. At least four membership documents will be translated to another language by June 2017.

b. At least one bilingual staff will be available at each branch by the end of 2020.

### **4. Improve and intentionally add program offerings to include underserved community needs.**

a. A complete community needs assessment per branch will be completed by the end of 2017.

b. One program or activity per year will be provided at each branch that will have the focus of a particular underserved community through 2020.

c. Throughout the association, National Welcoming Week will be celebrated each September beginning in 2017.

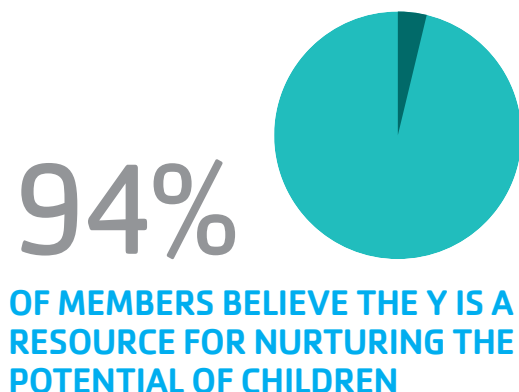
## YOUTH DEVELOPMENT

# Help Our Schools Prepare Today's Youth for Tomorrow's Success through STEM

CANDACE BURROWS, ASHLEY ESCOBAR, AND NIKITA RODRIGUES

In a world that's becoming increasingly competitive globally, it's more important than ever for youth to be equipped with knowledge and critical thinking skills that are developed through STEM. STEM related jobs are growing at a rate of 1.5 times faster than non-STEM related jobs, but STEM skills are often learned during student's personal time. According to a recent Gallup poll, 59% of graduates report that they developed most of their 21st century skills outside of school. The Afterschool Alliance reported that when youth participate in certain afterschool programs, they have improved attitudes toward STEM fields and careers, increased STEM knowledge and skills, and a higher likelihood of graduation and pursuing a STEM career.

It is critical to our mission to connect core classroom concepts to real world application through STEM. As a result of these actions, the Y will become a leading STEM resource in the community. Our outreach will become a well-rounded academic support through innovative STEM programming and dynamic, passionate staff.



### 1. Create customizable STEM programming.

- STEM 2 Go package development completed by end of 2017.
- Secure adoption of the STEM 2 Go package at 10 schools by end of 2018.
- Implement one new innovative specialty camp per year in each county through 2020.

### 2. Develop a STEM Professional Development Track for our staff.

- Hire full time STEM Program Director by beginning of 2018.
- Develop two courses to include in Team Leader training by end of 2017.
- Have these trainings available on Leadership University by beginning of 2018.
- Develop a Youth Development STEM certification by end of 2019.

### 3. Develop intentional partnerships and collaborations with leaders in the STEM field.

- Offer YMCA STEM certification to other youth serving organizations or schools by 2019.
- Collaborate with three corporate partners to utilize their STEM community outreach programs in our STEM 2 Go packaging by end of 2018.
- Create a Thingamajig Community Task Force with youth serving organizations and corporate partners to expand reach and resources by 2018.

### 4. Develop a philanthropic plan for STEM integration and increase internal capacity.

- Develop and secure sponsorships to support the STEM 2 Go package by end of 2017.
- Expand above number of sponsorships to five by end of 2019.
- Acquire one STEM grant by 2018.

# YOUTH DEVELOPMENT

## Uplift Teens – Especially in the Urban Core

LESLIE COOK, RUTH SPENCER, AND THE JOHNSON Y

Based on industry research, we have discovered that urban teens need more support in the areas of mental health and wellness, college and career planning and exposure, and mentoring relationships. High-performing teens in the urban community carry the weight and the pressure of being the first in their family not only attend college, but often to be the first to graduate from high school. On average, teens in a multi-year mentoring program are 10% more likely to hold a leadership position, higher education aspirations, and be more socially responsible. Less than 20% of teens receive needed treatment for mental health. This strategy will allow us to serve a total of 800 teens through leadership programs across the association, with an emphasis in the urban core, over the next three years.

### 1. Change the culture of the Y to incorporate teen leadership programs and provide equitable teen programming across association.

- a. Serve 800 teens in a leadership program by the fourth quarter of 2020.
- b. Expand the Forward program to ten additional branches by fourth quarter of 2020.
- c. Leverage philanthropic efforts to increase support of program capacity, allowing for three dedicated regional Teen Program Coordinators to be hired by fourth quarter of 2019.

### 2. Expand the teen center facility at the Johnson Family YMCA.

- a. Execute a \$3 million capital campaign with a teen focus to expand the Teen Center at Johnson by fourth quarter of 2018.
- b. Serve a minimum of 300 teens in a leadership program by fourth quarter of 2020.
- c. Develop a teen membership rate based on school attendance record, conduct and attrition. Pilot the rate at one branch in 2017 and rollout to multiple branches by third quarter of 2018.

### 3. College and career exposure.

- a. Provide opportunities to expose teens to college campuses and career planning. A trip to Florida colleges and technical schools will take place during spring break starting in 2018.
- b. YMCA will host a career planning workshop for teens in five counties by 2020.
- c. Provide a college tour experience to 200 teens by the end of 2020.

### 4. Mental health.

- a. All director level staff to be trained in Mental Health First aid within 90 days of employment through 2020.
- b. Train two staff in mindfulness to help support the teens in the program by fourth quarter of 2018.
- c. Have mindfulness classes within 3 of our teen programs by fourth quarter of 2019.
- d. Utilize the JumpStart program with 20 teens by first quarter of 2018.

### 5. Build strategic partnership with the 5,000 Role Model of Excellence Urban Mentors program.

- a. Reserve at least 20 participant slots each year in pathways to employment starting 2018.
- b. Provide Lifeguard training to teens, growing from 10 lifeguards in 2017 to 50 lifeguards in 2020.
- c. Host an annual forum and luncheon for 100 African-American males starting in the second quarter of 2018.







# INTERNAL CAPACITIES

## INTERNAL CAPACITY

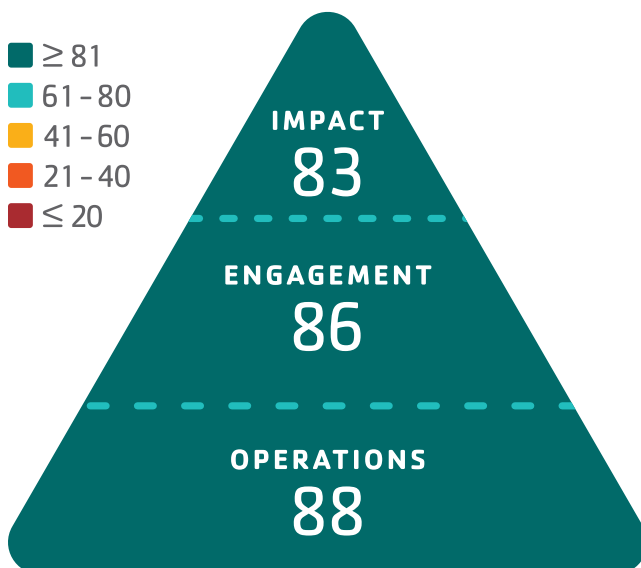
# Build Our World Class Work Force and Engage the Next Generation Now

PAM POGGI, DAVID STRYJEWSKI

The recruitment and retention of a talented workforce is challenging and the YMCA of Florida's First Coast strives to become an Employer of Choice in the greater Jacksonville area. Developing and attracting a high performing workforce is essential for growth and sustainability of the organization. Over the last two years, 72% of key positions at FCY have been filled by external candidates and the need to develop a pathway of identification and career development for our workforce is vital.

We must foster the growth and development of our emerging talent over the next three years in order to build a pipeline of cause-driven leaders who will carry out the mission of our work in the communities in which we serve.

### MEMBER EXPERIENCE



# 10

#### 1. Plan for future growth.

- Create a workforce development plan that identifies future growth and succession planning by 2017.
- Identify key positions and talent sets needed over the next three years to sustain and expand organizational strategy by 2017.

#### 2. Assess internal capabilities.

- Identify high potential employees by 2017.
- Complete career plans for 100% of full-time exempt employees by 2018 and full-time hourly employees by 2019.
- Based on internal capabilities, determine the external talent needed and recruit a diverse pool of seasoned professionals by 2020.

#### 3. Identify skills gaps and build competency levels.

- Develop volunteers' leadership skills to effectively lead our association and the communities in which we serve by 2019.
- Develop a leadership pipeline by recruiting year-round interns and engaging them after graduation in careers at the Y by 2019.
- Engage leaders in regional and national programs, certifications, and on-the-job training, coaching, and mentoring by 2020.

#### 4. Develop job-specific leadership training programs for key positions.

- Design and implement a Member Experience Director Development Program by 2018 for 10% of eligible population.
- Design an Executive Director Development Program by 2019 for 8% of eligible population.

#### 5. Establish a pipeline for key positions.

- Member Experience Director: 5 in position 3-5 years; 5 in position 1-3 years; 3 in position by 2020.
- Executive Director: 3 MEDs in position 3-5 years, ready for Executive role by 2020.



# INTERNAL CAPACITY

## Develop Our New Membership Models

GEORGE BABISH, ERIC MANN, ERICIA MOORE

**B**elonging is fundamental to the financial health of the Y. It is more than 50% of our revenue and same store sales revenue is flat or declining. It is the delivery mechanism for growing children into capable, caring adults and community builders as well as helping people grow, learn, and thrive. Today's membership model is insufficient as the primary economic engine and we must develop alternatives to insure our future success while expanding our impact.

**1. Work with a PR/Communication Firm or YUSA to develop a marketing term that describes BELONGING to the Y instead of MEMBERSHIP.**

**2. Align programs to mission and member experience requirements. Create customized family and health solutions based on member intelligence. The ideal member experience will speak to our cause.**

a. Program revenue, member satisfaction, and retention will increase along with volunteer growth and higher member contribution levels. Members will have a clear understanding of our value, quality, and variety of services provided.

**3. Create new solution delivery systems that address the needs of the 50 and Better generation as well as simultaneously syncing with the emerging new generation.**

a. Millennial members will grow to represent percentage millennials in our community.

b. Silver Sneakers and 50 and Better member units will increase.

c. Millennial members will emerge into community volunteers and future donors based on our organization's commitment to a better cause for all.

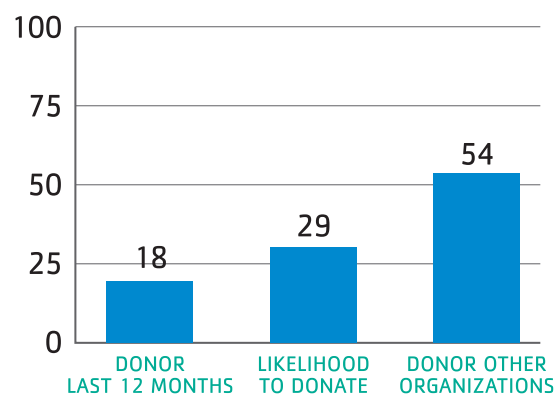
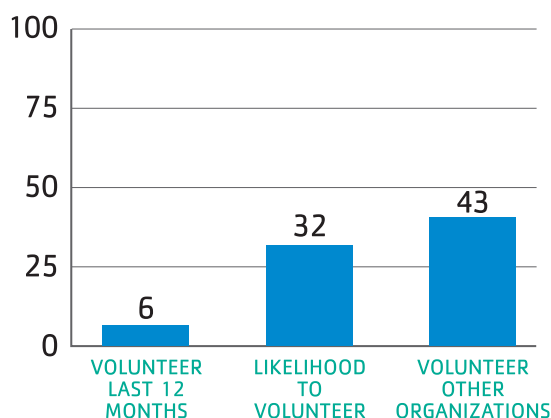
**4. Expand our regional footprint to be more mobile, adaptable, faster and at a better value. Maximize our strategic partnerships as we roll out new locations in underserved markets.**

a. Increase penetration in our communities.

**5. Become even more inclusive in diverse markets that are underserved. Develop proactive and intentional approaches to reach out to specific committees that are identified as under-represented. We will also be recognized as the newcomer welcome center for our region.**

a. All branches will have a membership that is representative of the communities they serve.

### GIVING & VOLUNTEERING



## INTERNAL CAPACITY

# Increase Our “Mission Awareness” in the Community

MICHELLE MOORE, RAHUL SHARMA

Everything the Y does is in service of making the First Coast better. However, Community Impact survey results from SEER Analytics show that only 53% of our members understand that the Y’s cause is to strengthen community. Only 63% understand that the Y provides financial assistance. And, only 25% of them realize we are making a real positive impact in the neighborhoods we serve. We must build greater awareness about the important work we do in order to generate more support for our cause, which allows us to expand our efforts.

# 90%

OF MEMBERS BELIEVE THE Y PROVIDES PEOPLE AN OPPORTUNITY TO GIVE BACK AND SUPPORT THEIR NEIGHBORS

### 1. Living our Cause: Rally staff and volunteers to intentionally think, act and communicate in ways that strengthen community

a. Increase staff completion of Living Our Cause training to 30% of staff in FY2017, 75% of staff in FY2018 and 100% of staff in FY2019.

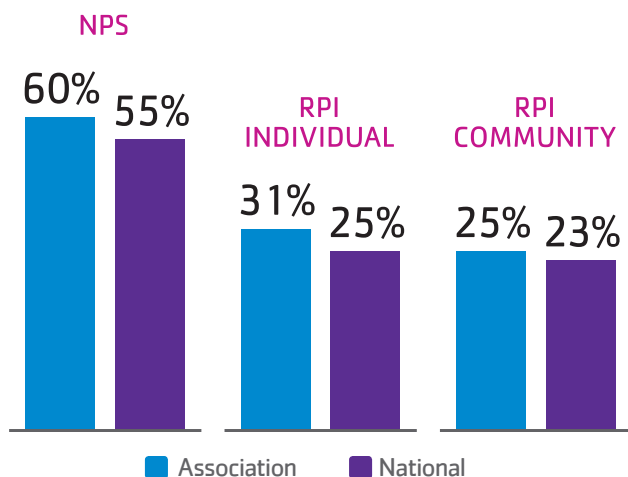
### 2. Communicate our Cause: Execute National Positioning to Increase Local Community Engagement

a. Increase donations among members from 3.6% to 6% by FY2019.

### 3. Infuse Cause in Membership: Create consistent engagement opportunities for members that are grounded in an encouraging culture that emphasizes the cause of the Y.

a. Our SEER Member Experience Survey Community Impact scores will increase from 70% to 80% by October 2018 results.

## NET SCORES



NPS = Net Promoter Score RPI = Real Positive Impact

## NATIONAL PERCENTILE RANKING



## **WHAT IS YOUR BEST ADVICE FOR OUR CEO AND OUR BOARD REGARDING OUR STRATEGIC PLAN?**

**“Focus, focus, focus”**

**“Try not to be too lofty and set too many goals. I think overall the strategy looks good and is feasible with good community partnerships. Rely on the help that is offered and do not be too proud to say no when someone is offering a helping hand.”**

**“Collaborate.  
We are all in this together!”**





# OUR CAUSE

We are a powerful association of men, women and children joined together by a shared commitment to nurturing the potential of kids, promoting healthy living and fostering a sense of social responsibility. We believe that lasting personal and social change can only come about when we all work together to invest in our kids, our health and our neighbors. That's why, at the Y, strengthening community is our cause. Every day, we work side-by-side with our neighbors in 10,000 communities to make sure that everyone, regardless of age, income or background, has the opportunity to learn, grow and thrive.

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**FirstCoastYMCA.org**

STRENGTHENING THE FOUNDATIONS OF COMMUNITY