



FOR YOUTH DEVELOPMENT®
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY

STRENGTHENING AND ENRICHING THE FIRST COAST YMCAs

2020 – 2023 Strategic Plan
YMCA OF FLORIDA'S FIRST COAST



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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. On September 17, 2019, the First Coast YMCA Board of Directors adopted our third installment of the plan, which serves as a roadmap for the First Coast Y's work to strengthen community for the next three years.



This plan was developed using a comprehensive approach and considers the needs of members, participants, volunteers and staff in all of the communities in which we serve.

During the 2020 – 2023 timeframe, this plan will focus on the following areas:

- Implementing the First Three Years of the 10-Year Facility Plan
- Strengthening the Wellness and Fitness of Youth and Families
- Uplifting Teens
- Expanding Community integrated Health Solutions
- Enhancing Generational Health: Young Adults and 50 & Better
- Continuing to Become the Most Military Friendly Y in the Country
- Strengthening Branch Advisory Boards
- Advancing Elite Engagement
- Optimizing Workforce Development

We appreciate the commitment of First Coast YMCA strategy leaders, volunteer members of the Strategic Planning Committee, the senior leadership team including President and CEO Eric K. Mann and Senior Consultant George Babish. All of these dedicated individuals devoted considerable time and expertise to this process.

We are confident this new strategic plan will position the First Coast YMCA for an even brighter future.

A handwritten signature in dark ink, appearing to read 'D B'.

DAVIS BERG

Strategic Planning Committee Chair

STRATEGIC PLANNING COMMITTEE MEMBERS

Davis Berg, Chair
George Babish, Advisor
Dan Baker
Darnell Smith
Eric Mann
John Carey
John Lyon
Jon Dearolf
Melissa Callaway

Nekita Nesmith
Pam Smith
Penny Zuber-Simcox
Ronald Pelham
Russell B. Newton, III
Sarah Bermudez
Michelle (Shelly) M. Boynton
Tammy Miller

METROPOLITAN BOARD OF DIRECTORS

Michelle (Shelly) M. Boynton, Chair
Doug Baer, Vice Chair/Treasurer
Mark F. Bailey
John D. Baker, II (Ex-Officio)
Sarah Bermudez
Debbie H. Buckland
Daniel Davis
Terri W. Derkum
Rev. Dr. W. Stephen Goyer
Davis Berg
John Carey
David Alban

Mattox Hair
Kevin J. Holzendorf
Michael D. Kelly
Pam Smith
Kathryn Murphy
Russell B. Newton, III (Ex-Officio)
Gary Norcross
Darnell Smith
Cleve E. Warren
Edward (Ed) W. White, Jr.
Peggy Bryan
Anthony Jabbour

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 PRESIDENT & CEO AND METROPOLITAN BOARD CHAIR

The First Coast YMCA's rich history in this community has been marked by undeniable accomplishments and impact in the neighborhoods we serve. Today, we continue to transform lives in countless ways because we remain determined to adapt and change as the needs of our community evolve.

Never has it been more important for our Y to deepen our impact and deliver on our commitment to make our community better for the people who call the First Coast home.

When the First Coast YMCA first embarked on Phase I of the Vision 2025 strategic planning process, our intent was to set a clear direction for how we advance our cause of strengthening community for generations to come.

Along the way, our passionate and disciplined strategic planning committee volunteers and strategy leaders have embraced innovation, explored exciting opportunities, discovered their own untapped potential – and most importantly – steered the development of programs and services into alignment with our cause.

Advancing Our Cause: Vision 2025, Phase III, serves as a purposeful roadmap for our important work through 2023. The strategic priorities that make up this plan continue to reinforce our promise to secure our long-term financial sustainability so that we are able to ensure all people on the First Coast have the resources they need to live their best life.

We are better together and we thank you for believing in our cause.



A handwritten signature in black ink that reads "Eric K. Mann".

ERIC K. MANN
President & CEO



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

SHELLY BOYNTON
Chair, Metropolitan Board of Directors

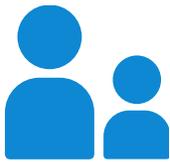
OUR VALUES

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 AREAS OF IMPACT



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.

2020 – 2023 STRATEGIES



STRENGTHENING THE HEALTH & WELLNESS OF FAMILIES



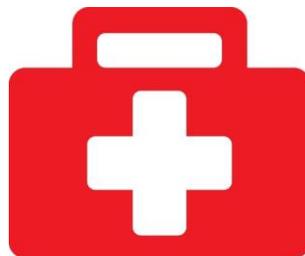
CONTINUING TO BECOME THE MOST MILITARY FRIENDLY YMCA IN THE COUNTRY



ENHANCING GENERATIONAL HEALTH: YOUNG ADULTS AND 50 & BETTER



STRENGTHENING BRANCH ADVISORY BOARDS



EXPANDING COMMUNITY INTEGRATED HEALTH



UPLIFTING TEENS

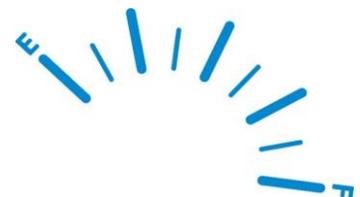
INTERNAL FUNDAMENTAL STRATEGIES



ADVANCING ELITE ENGAGEMENT



OPTIMIZING WORKFORCE DEVELOPMENT



IMPLEMENTING THE FIRST 3 YEARS OF THE 10-YEAR FACILITY PLAN

2020 – 2023 STRATEGIC PLAN SUMMARY CHART

- Positive
- Neutral
- Negative

Continuing to Become the Most Military-Friendly Y in the US

Advancing Elite Engagement

Enhancing Generational Health – Young Adults and 50 & Better

Expanding Community Integrated Health Solutions

Implementing the First 3 Years of the 10-Year Facility Plan

Optimizing Workforce Development

Strengthening Branch Advisory Boards

Strengthening the Health & Wellness of Youth & Families

Uplifting Teens

Alignment: How well does the initiative align and advance the strategy and our Vision?	Positive								
Reach: What portion of our membership and/or the relevant community is the initiative likely to touch?	Positive	Neutral							
Length of Impact: Is the impact of the initiative likely to be long-term, intermediate or short-term?	Positive								
Member Satisfaction: How much will the initiative impact member satisfaction?	Positive	Positive	Positive	Positive	Positive	Positive	Neutral	Positive	Neutral
Measurement: How well can success and impact be quantitatively measured?	Positive								
Internal Capacity: How much will our internal capacity need to be adjusted to implement the initiative?	Neutral	Negative							
Financial Impact/Sustainability: Is the initiative financially beneficial, revenue neutral or require funding?	Positive	Positive	Positive	Positive	Positive	Negative	Neutral	Negative	Negative
Risk & Mitigation: How much risk is involved in the initiative and can such risk be easily mitigated?	Positive	Positive	Positive	Neutral	Positive	Positive	Positive	Positive	Neutral
Marketing Support: What level of support is needed from marketing and branding?	Positive	Positive	Positive	Positive	Positive	Neutral	Neutral	Positive	Positive
Resource Availability: What new resources would be available for implementation? Can you identify a community or Advisory Board champion that would support this work?	Positive	Positive	Positive	Positive	Positive	Negative	Positive	Neutral	Neutral

FUNDAMENTAL STRATEGY 1

CONTINUING TO BECOME THE MOST MILITARY FRIENDLY Y IN THE US

Strategy Leaders: Jon Dearolf and Lindsay Murphey
 Strategy Avigator: Nekita Nesmith

Strategic Imperative Overview:

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 branches and program sites. Another 50,000 defense contractors and DOD civilian personnel support these installations, most of whom have previous military experience. Additionally, our services area is home to over 170,000 veterans. In order to fulfill our mission, we will provide serves 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.

THREE-YEAR STRATEGIC PLAN INITIATIVES	THREE-YEAR SUCCESS MEASUREMENT
Force Readiness - Prepare our future force through wellness and readiness programming	<ul style="list-style-type: none"> • Serve 250 military recruits from the five branches of service through Operation Strong and Ready by 2023 • Serve 250 teens through Military Readiness Programing by 2023
Force Wellness - Support our current force with wellness solutions	<ul style="list-style-type: none"> • Serve 250 Service-Members through Operation Strong and Ready by 2023 • Grow Military Membership to over 3,000 units which would represent 14% of total paying units by 2023
Military Family Support - Implement programs specific to Military Families	<ul style="list-style-type: none"> • Mentor 300 Military Youth though Operation Hero by 2023 • Provide financial assistance to 1,500 Military Youth to attend summer camp by 2023 • Serve 3,000 Military Youth through the annual Back to School Bash by 2023
Veteran Outreach - Provide relevant services and support to our community's Veterans	<ul style="list-style-type: none"> • 1,000 Veterans benefit from a YMCA Veteran specific program by 2023 • Solidify partnership with Veterans Affairs to offer at least one joint program that meet their unique needs by 2023
Military Friendly Workplace - Become a more military friendly employer	<ul style="list-style-type: none"> • Employee a total of 100 or more Military Veterans by 2023 • Have the First Coast YMCA listed on the Top 10 Military Friendly Employers by the City of Jacksonville by 2023

2020 Strategic Projects – To Be Completed

Operation Strong and Ready (Barco-Newton, St. Augustine, Brooks), Operation Hero (Barco-Newton), Operation Salute (Barco-Newton, St. Augustine, Winston, Brooks, McArthur), Week of Valor (All branches), Dye Clay Outdoor Functional Wellness Space Development

2021 Strategic Projects – To Be Completed

Establish VA Partnership (Clay County), Military Wellness Programs (Brooks, Dye Clay) Operation Hero (McArthur, Brooks)

2022 Strategic Projects – To Be Completed

Become a Top Ten Military Friendly Employer in the City of Jacksonville

FUNDAMENTAL STRATEGY 2

ENHANCING GENERATIONAL HEALTH: YOUNG ADULTS AND 50 & BETTER

Strategy Leaders: Deb DeMars and Claire Watson-Irving, Kristy Kays and Marla McGill
 Strategy Avigator: Kathy Cannon

Strategic Imperative Overview:

Both Young Adults (18-35) and 50 & Better have high expectations for what is worthy of their time, talent, and treasure. The Y has the credibility to be the first choice in whole person well-being for these generations. We are a place to belong and support their health and wellness journey.

The YMCA of Florida’s First Coast has a 3.3% market penetration of Young Adult members and 5% of members 50 & Better. This is a significant area of opportunity for growth in these markets and impact for individuals in these generations in the greater Jacksonville area. We want to be the first choice for spirit, mind, body solutions for Young Adults and 50 & Better, to create happier and healthier generations. Our strategy will drive change to kick the Y stigma, of a swim and gym, a place only known for children/families and Silver Sneakers.

THREE-YEAR STRATEGIC PLAN INITIATIVES	THREE-YEAR SUCCESS MEASUREMENT
Be a relevant player in the fitness world for Young Adults	<ul style="list-style-type: none"> • Increase SEER Impact response of "Leader in promoting healthy habits" from 84% to 87% by 2022 (1% YOY). • Increase SEER Impact response of "Meet fitness goals" question from 52% to 55% (1% YOY). • Increase retention of Young Adult members by 3% (1% YOY).
Cultivate a Young Adult Community	<ul style="list-style-type: none"> • Grow Young Adult membership base by 2% YOY through 2023. • Increase SEER Impact response of "More connected to community" from 25% to 28% (1% YOY). • Increase SEER Impact response of "Volunteer last 12 months" from 7% to 10% by 2022 (1% YOY).
Target The Many Dimensions of Fifty and Better	<ul style="list-style-type: none"> • Increase program participation by 2% per year through 2023. • Grow Fifty & Better membership by 11% (3.5% YOY) by 2023, from 23,000 to 25,600 members.
Foster Emotional Resilience	<ul style="list-style-type: none"> • Increase monthly visits of active Third Party members from 7 to 8.5. Also, increase activity of non-active Third Party members from 40% to 50% by 2023. • Increase SEER sense of belonging question on SEER survey by 2% a year (2020-2023).

2020 Strategic Projects – To Be Completed

- Improve current impact of MyZone at participating locations. Create a schedule of member challenges.
- Conduct research of Young Adults community members and current social groups. Host focus groups.
- Establish Association wide Fifty & Better Advisory Board comprised of 10 - 25 members.
- Develop prototype for YMCA Brain Fit Center, Launch Capital Campaign & Train Staff in Brain Health.
- Re-establish dedicated Healthy Aging Coordinator position in 10 YMCA's.
- Address Social Isolation by developing YMCA Spirit-Mind-Body Assessment/"Happiness Assessment."]
- Align graphics and virtual channels to more effectively target and engage Age 50 & Better.
- Evaluate branch data for which Y's have the greatest need for a Young Adult Coordinator position. Create job description.
- Interview branch Executive Directors to identify current Young Adult Board members and potential new ones who would fit within their board. Use assistance from Branch Advisory Board GIT (Growth & Impact Team).

2021 Strategic Projects – To Be Completed

- Create Young Adult specific social media and marketing plan to intentionally target this group.
- Work with the Optimize Workforce Develop GIT to include Listen First eLearning and Cause & Culture eLearning.
- Implement special interest programs and experiences with partner organizations for 50 & Better.
- Recruit and train volunteer "Resiliency Coaches" and pilot Spirit-Mind-Body/"Happiness Assessment" in 2 YMCA's.
- Re-establish dedicated Healthy Aging Coordinators at all YMCA's and invest in training to improve skills and knowledge.
- Implement MyZone technology in four additional branches.
- Pilot test Young Adult Coordinator position at 1-2 branches.

2022 Strategic Projects – To Be Completed

- Work with the Development team to build and implement a Capital Campaign for unique fitness experiences at branches.
- Develop and implement an association social calendar for the Young Adult community and members.
- Roll out the Spirit-Mind-Body/"Happiness Assessment" to all YMCA's and website.
- Launch the Y's first Brain Fit Center.
- Develop a unique fitness experience at four Y branches by 2023. Could include but not limited to a functional training space, outdoor obstacle course, etc.
- Implement MyZone technology in all remaining branches.
- Have Young Adult representation on Branch Advisory Boards at each branch and Metro office by 2023.
- Host 200 social activities for Young Adults at 14 branches by 2023.

FUNDAMENTAL STRATEGY 3

EXPANDING INTEGRATED HEALTH SOLUTIONS

Strategy Leaders: Joseph Crawford and Tom Campbell
 Strategy Avigator: Tom Campbell

Strategic Imperative Overview:

Community Integrated Health aims to strengthen the relationships between traditional Health Care systems and community-based organizations, like the YMCA. The YMCA of Florida’s First Coast plays a vital role in the delivery of health and wellness services in our communities with a strong focus on the prevention of Chronic Disease. Our evidenced based health solutions provide people the opportunity to improve their health and well-being and help reclaim their health to improve their quality of life.

Health care organizations need a community care partner to focus on prevention and wellness as the health care landscape continues to change. Improving community health is paramount to help combat the rising costs of health care in this country. If we want healthier communities, we need to build a bridge between clinical care and community care. We are entering new markets as three new YMCA’s are in various stages of development with three different health systems. These partnerships are important as we continue expanding our footprint allowing us opportunities to create more positive health outcomes for those we serve.

THREE-YEAR STRATEGIC PLAN INITIATIVES	THREE-YEAR SUCCESS MEASUREMENT
Open New Branches with Hospital Partners	<ul style="list-style-type: none"> • Open YMCA at Wildlight by September 2020 with a target of 1793 membership units after 12 months. • Open YMCA at Nocatee by September 2020 with a target of 953 membership units after 12 months. • Explore new opportunity to open one 40,000 square foot full service YMCA with a hospital partner by 2023.
Implement Reclaim Health Programs	<ul style="list-style-type: none"> • Launch LIVESTRONG at the YMCA program at two branches in 2019 and two additional branches in 2020 serving at least 144 participants. • Evaluate Parkinson’s Wellness programs and rollout one at one branch in 2020. • Develop Post-rehabilitation program at three locations by 2021. Target goal of 150 participants by 2023. • Host a phase three Cardiac Rehabilitation program at two locations by 2022 with a target of 24 participants by 2023.
Add Digital Technologies for Health Education and Wellness	<ul style="list-style-type: none"> • Incorporate wearable fitness technology to improve member engagement with one branch in 2020, two branches in 2021 and five other branches by 2022. • Research and evaluate new wellness platform for member on-boarding and engagement by August 2021.
Create Clinical – Community Care Linkages	<ul style="list-style-type: none"> • Expand Exercise is Medicine™ program into three more branches in 2020 with a total of 500 participants by 2023. • Gain access to one health system electronic medical records system by 2020 and one more EMR system by 2021. Receive 500 referrals by 2023. • Open new healthy living center with UF Health in October 2020 serving 500 people.
Grow Evidence Based Health Intervention Programs	<ul style="list-style-type: none"> • Expand EBHI programs into three new markets – St. Augustine, Nassau County & Nocatee – by 2022 serving 150 new people. • Develop marketing campaign to support the growth of EBHI programs to reach 1,000 participants by 2023. • Secure additional funding from grants, donors and other philanthropic organizations totaling \$100,000 a year.

2020 Strategic Projects – To Be Completed

- Open YMCA at Wildlight by September 2020
- Open YMCA at Nocatee by September 2020
- Launch LIVESTRONG at the YMCA program at two branches in 2020
- Evaluate Parkinson’s Wellness programs and rollout one at one branch in 2020
- Incorporate wearable fitness technology to improve member engagement with one branch in 2020
- Expand Exercise is Medicine™ program into three more branches in 2020
- Gain access to one health system electronic medical records system in 2020

2021 Strategic Projects – To Be Completed

- Develop Post-rehabilitation program at three locations in 2021
- Incorporate wearable fitness technology at two more branches in 2021
- Research and evaluate new wellness platform for Member On-boarding and engagement by August 2021

2022 Strategic Projects – To Be Completed

- Host a phase three Cardiac Rehabilitation program at two locations in 2022
- Incorporate wearable fitness technology at five more branches in 2022
- Expand EBHI programs into three new markets – St. Augustine, Nassau county, Nocatee – in 2022

FUNDAMENTAL STRATEGY 4

STRENGTHENING BRANCH ADVISORY BOARDS

Strategy Leaders: Charlie Chacos and Penny Zuber-Simcox
 Strategy Avigator: Eric Mann

Strategic Imperative Overview:

Strengthening Branch Advisory Boards is crucial to the long-term sustainability of the First Coast Y. A strong Branch Advisory Board has a passion for, and deep commitment to, the cause. These are values that are critical for maximum effective delivery of the YMCA's mission, resulting in greater impact to the various communities First Coast YMCA branches serve. You cannot have a strong branch without a strong Branch Advisory Board.

As advocates and ambassadors for the YMCA, strong Branch Advisory Boards contribute to the long-term sustainability of YMCAs, resulting in greater impact to individuals and communities we serve.

THREE-YEAR STRATEGIC PLAN INITIATIVES	THREE-YEAR SUCCESS MEASUREMENT
Set clear expectations of Branch Advisory Board Members	<ul style="list-style-type: none"> By 9/30/2021, 100% of Branch Advisory Board members will complete onboarding delivered consistently throughout the Association and clearly establishing board responsibilities and expectations. By 9/30/2021, all Branch Advisory Boards will have 75% minimum attendance at board meetings. By 9/30/2022, at least 2 of key First Coast YMCA events (Y-Bash, Branch Council) will have representation from all Branch Advisory Boards. By 9/30/2022, all Branch Advisory Boards will have 100% giving.
Recruit influential, strong community leaders to serve on Branch Advisory Boards to meet Branch need.	<ul style="list-style-type: none"> By 9/30/2020, 100% of Branch Advisory Boards will develop a matrix composition (gender, ethnicity, age and areas of expertise) and identify board recruitment needs to help meet branch need. By 9/30/2021, all Branch Advisory Boards will have a succession plan, including a board prospect list, assuring board long term sustainability. By 9/30/2023, 15 of 15 Advisory Boards will consist of influential, strong community leaders representative of each Branch's service area and providing advocacy and resources to meet Branch needs.
Educate Branch Advisory Board Members	<ul style="list-style-type: none"> By 9/30/2020, a First Coast YMCA "Best Practices" Manual will be developed to establish standard Advisory Board service and provide consistent experience throughout the Association. By 9/30/2022, 100% of Branch Advisory Board members will receive the same onboarding experience, clarifying their roles and responsibilities as a Branch Advisory Board member.
Evaluate Branch Advisory Board performance	<ul style="list-style-type: none"> By 9/30/2022, each Advisory Board member will have a 1:1 evaluation with the Branch Executive Director to gauge performance, experience and continued service, assuring maintenance of a highly functioning Branch Advisory Board. By 9/30/2022, satisfaction survey of serving on Branch Advisory Boards will be at least 90%. By 9/30/2022, Association annual campaign is over \$2M.

2020 Strategic Projects – To Be Completed

- Update Board Orientation Manual and 100% Board Giving Policy
- Develop "Best Practices" for board development and engagement
- Board composition matrix (gender, ethnicity, areas of expertise)
- Staff and Board determine branch stage and need
- Identify executive staff competencies in board development and action plan to fill gaps
- Identify Metro Board ambassadors for Branch Advisory Boards and establish performance measures
- Implement BoardPaq at all branches
- Conduct training on running effective board meetings (staff & board members)
- Baseline & criteria for highly functioning board
- Develop evaluation form and process for annual 1:1 board member evaluation
- Third Party Board satisfaction survey to establish baseline

2021 Strategic Projects – To Be Completed

- Develop action plan to adjust Advisory Board composition to meet established branch need (see 2020)
- New board orientation process
- Develop action plan from 2020 Board satisfaction survey and implement plan

2022 Strategic Projects – To Be Completed

- Third Party Board satisfaction survey to gauge improvement over 2020 survey

FUNDAMENTAL STRATEGY 5

STRENGTHENING THE HEALTH & WELLNESS OF FAMILIES

Strategy Leaders: Candace Burrows, Chuck Steinfurth and John Lyon
 Strategy Avigator: Michelle Moore

Strategic Imperative Overview:

In a generation where a majority of children are not engaged in recommended levels of physical activity and family units are spending less time together, the Y has a Social Responsibility to provide the foundation for a healthier future by supporting kids, staff and families in every community we serve. It is vitally important for the Y to be an agent of change in the realm of Health and Wellness for families because today’s children spend majority of their time in front of screens, eating unhealthy foods and engaging in limited to zero physical activity. The current generation of children may be the first in 200 years to have a shorter life span than their parents.

THREE-YEAR STRATEGIC PLAN INITIATIVES	THREE-YEAR SUCCESS MEASUREMENT
Become #1 Family Destination	<ul style="list-style-type: none"> • Increase family program offerings at each branch by 100% by 2020. • By 2021, increase SEER Variety of Family Activities score from 31% to 50%. • By 2022, increase facility usage for household units to at least 8 visits per month • Increase # of household units from 11,372 by 10% by 2023. • By 2021, increase total participants of Specialty Camps and Family Nights at branches by 50%. • Host 10 families at Camp Immokalee overnight camp in 2021.
Sustaining the Path to Health & Wellness for Newcomers	<ul style="list-style-type: none"> • Serve from 1,000 Newcomers by 2020. • By 2022, 30% of Newcomers participants feel welcomed and nourished as a result of their participation as indicated by a survey. • 25% of Newcomers secure employment within 6 months of starting program
Explore Early Learning Opportunities	<ul style="list-style-type: none"> • By 2022, 250 children ages birth to 5 years old will be enrolled in our first early learning center in the First Coast YMCA. • By 2023, convert at least 50% of our Early Learning participants to household units. • By Fall 2023, SEER survey results from ELC increase by 5% from 2022.
Infuse Social Emotional Learning (SEL)	<ul style="list-style-type: none"> • Increase SEER “Fosters Character Development” score by 5% YR 1, and 3% each year after. Baseline data starts at 54% in 2019. • By 2021, execute a training development program in conjunction with the character development adult practice areas of Relationship Building, Personal Development, Emotional Management, Empathy and Responsibility for all new and current youth program staff • By 2022, YUSA Character Development Learning Institute (CDLI) components will be implemented at 100% Youth and Teens Programs. • By 2023, 100% of our Child Care/Sports/Aquatics/KidZone/Teen and Family Programs will be utilizing evidence based Weikart Program Quality Assessments.

2020 Strategic Projects – To Be Completed

- Work with Association KidZone Task Force to plan and execute at least 1-3 Specialty Camps for the Summer 2020 and host at least one family night per branch beginning 2020.
- Develop a marketing campaign around our #1 Family Destination offerings at the First Coast Y's by Fall 2020.
- Expand our program and class offerings by securing additional volunteers, instructors and organizations to provide services at our New American welcome center by 2020.
- Research and visit at least 3 Y's and competitors early learning offerings by Spring 2020.
- Collect baseline data of family program participant tracking.

2021 Strategic Projects – To Be Completed

- Collaborate with Elite Engagement team to explore Artificial Intelligence engagement in reaching out to families by Fall 2021.
- Evaluate our current Family Programming Staffing Structure. Make recommendation for success plan to Senior Leadership by Spring 2021.
- Develop a business plan for Early Learning Centers within the First Coast by end of 2021.
- Add at least three new programs/classes to the New American Welcome Center by Spring 2021.

2022 Strategic Projects – To Be Completed

- Partner with Blue Ridge Assembly and branches to send at least four families to the Blue Ridge Summer Family Camps by 2023.
- Research a survey and execute the survey on the satisfaction of our New American Welcome Center participants by 2022.
- Secure location and program implementation at our first of three Early Learning Centers by Fall 2022.

FUNDAMENTAL STRATEGY 6

UPLIFTING TEENS

Strategy Leaders: Leslie Cook and Kimberly Green
 Strategy Avigator: Maria Aristizabal

Strategic Imperative Overview:

Uplift Teens will develop and enhance existing teen programs to focus association efforts for teens in the area of college/career exposure and mentoring while working with communities on bullying and gang violence prevention. We will provide programming that builds teen leaders by equipping them with the resources to reach their goals, while guiding teens to realize their potential and opportunities outside of the society norm thought of "college or nothing".

Teens in the First Coast are still underserved while facing challenges ranging from teen mental health issues, college & career insecurities to peer & community violence. Being a pillar in the community, the YMCA of Florida's First Coast is committed to serving the ever-evolving landscape of teen need and service opportunity.

THREE-YEAR STRATEGIC PLAN INITIATIVES	THREE-YEAR SUCCESS MEASUREMENT
Mental Health In Teens	<ul style="list-style-type: none"> • By October 2020, there will be at least 120 front line staff trained on "Youth Mental Health First Aid." Trainings will be provided quarterly beginning October 2020: October, January, April and July. • We will serve 30 teens in the workshop designed to address mental health issues affecting boys of color by January 2021. These teens will have a reduction in discipline in school along with improved attendance and grades. • The mental health series will be piloted in Ponte Vedra with 15 participants by June of 2020. These 15 participants will show an increase in knowledge and identify red flags of mental health concerns amongst their peers.
Expand Teen Mentoring Programming	<ul style="list-style-type: none"> • Serve from 1,000 Newcomers by 2020. • By 2022, 30% of Newcomers participants feel welcomed and nourished as a result of their participation as indicated by a survey. • 25% of newcomers secure employment within 6 months of starting program
College and Career Exposure	<ul style="list-style-type: none"> • Provide the FAFSA workshop for all our teens annually beginning October 2020. By October 2022 we will provide FAFSA workshops for 100 teens/parent to complete the FAFSA form yearly. With this workshop, we will empower teens and families with tools and resources to make college a more real/affordable option. • 60% of First Coast YMCA Teen Members/program participant will be given a comprehensive College & Career road maps, as well as receiving individual and group mentoring and counseling by May 2022. • Provide college tours to 100 students by 2023. 100 teens on the First Coast will be exposed to college campuses and seminars through scheduled tours to both major University's as well as community colleges and trade colleges. These trips will happen in the fall and spring each year. We will also attach college trips to other planned teen trips when possible, i.e. YIG (Youth in Government), Leaders, Achievers trips.

2020 Strategic Projects – To Be Completed

- Teen Summit Retreat - We will scale the summit to serve 80 teens across the First Coast, bringing in teens in and outside of YMCA programs. This will be an annual event that builds teen focused relationships across communities. The summit will take place October 2020.
- Mentorship for "Boys of Color" identify a Jacksonville organization to specifically mentor teens through the "Boys of Color" scope by January 2020.
- Implement a Math and Engineering Program targeted towards the "Boys of Color" scope at the Winston and Johnson YMCA. We will serve 20 teens through this program by April 2020. Design Peer-to-Peer Mental Health Awareness and Strategy series.

2021 Strategic Projects – To Be Completed

- Association Teen Advisory Boards - Beginning November 2019, we will begin our Association Teen Advisory Board. By October 2021, we will have a Teen Advisory Board in every YMCA Branch in Florida's First Coast. We will also establish a Youth Development Teen Advisory Board by October 2021.
- Implement Rise and Reach- We will be implementing the YUSA's Rise and Reach program by August 2021, serving 50 participants by December 2022.
- Implement YMCA Teen Achievers program with a focus on the "Boys of Color" scope by January 2020. We will have programs running in Keystone Heights, West St. Augustine, and the Urban Core by August 2021.
- Partner with the Florida Masons to offer a free apprentice program beginning July 2020. We will serve 10 teens by April 2021.

2022 Strategic Projects – To Be Completed

- Leadership Academy is a career-based curriculum with college style classes/programming, as well as Y-USA Signature Programs. We will be seeking professional partnerships with the Department of Education, Department of Justice, and local businesses. This will run at 1-2 branches in the designated teen space. It will be a year-long teen programming that will be sustained and run with part-time staff and program fees.
- College & Career Roadmap Create a college and career roadmap to use with our 7-12th graders by Jan 2020. By May 2022, all Teen Members in our YMCAs will have access to the roadmap and will have been offered a college and career counseling in their branch or program site.

INTERNAL CAPACITY STRATEGY 7

ADVANCING ELITE ENGAGEMENT

Strategy Leaders: Ashley Escobar, Erica Moore and Kathy Cannon
 Strategy Avigator: Michelle Moore

Strategic Imperative Overview:

To achieve continued growth and success of the Y, we must build and sustain a welcoming, inclusive, cause-driven and customer-centric culture. We will intentionally engage people through superior service and impactful experiences in order to elevate community engagement and perception from the Y engaging the community as a community center to the Y being the center of community.

To build and sustain a cause-driven culture with exceptional service so that EVERY person that experiences the Y know –and feel – that they belong to a charitable cause that transforms lives.

THREE-YEAR STRATEGIC PLAN INITIATIVES	THREE-YEAR SUCCESS MEASUREMENT
Leverage Technology and Artificial Intelligence for Increased Member Engagement	<ul style="list-style-type: none"> • 8K engaged members annually through Artificial Intelligence with a return on investment of \$250K annually by 2022. • Increase member retention from 64% to 70% by year 2022.
Advance staff resources to ensure successful engagement with the communities we serve	<ul style="list-style-type: none"> • Higher retention of part-time staff (increase from 44% to 50%). • Increase member giving from 4% to 6%. • Increase Net Promoter Score from 64% to 68%. • Have 100 part-time employees complete the Y-USA Leader Certification.
Engage with new populations & deepen our current relationships to become the center of community	<ul style="list-style-type: none"> • Engaging with a larger percent of the community increasing our people served by 12% (from 112K annually to 125K annually). • Increase SEER survey result for Real Positive Community Impact from 31% to 36%.
Enhance our current onboarding process to help all members achieve their goals	<ul style="list-style-type: none"> • Increase new member retention by 5%. • Increase facility usage for units from an average of five visits per month to e visits per month
Develop a plan to help program members know and feel like they belong to a charitable organization that transforms lives	<ul style="list-style-type: none"> • Increase the percent of members versus non-members in programs from 58% members currently to 65%.

2020 Strategic Projects – To Be Completed

- Implement new Y App (NetPulse).
- Raise awareness and consider an incentive program for staff to complete the Leader Level Certification.
- Collaborate with the New American Welcome Center to orient newcomers to our Y's programs and services.
- Schedule monthly new member receptions at each branch.
- Enhance Artificial intelligence conversations for prospecting in new ways, i.e. Volunteers, Donors, etc.

2021 Strategic Projects – To Be Completed

- Utilize social media to engage with members by creating a library of exercises that they can access.
- Create a “refresher” training for staff to attend 6 months after they complete the cause driven tour training.
- Implement Togetherhood projects at 3 branches.
- Deliver culture and engagement trainings to program staff and program volunteers.
- Schedule open houses/special events specific to program participants to invite them into the Y and incentivize them with rewards points to join the Y.

2022 Strategic Projects – To Be Completed

- Apple integration with NetPulse and Precor equipment.
- Create a customer service and emotional intelligence training for front line staff.
- Create a rewards incentive for program participants to join the Y.
- Create adult leagues out in the community to help invite new groups into the Y. (i.e. corn hole league, dodge ball league)

INTERNAL CAPACITY STRATEGY 8

IMPLEMENTING THE FIRST 3 YEARS OF THE 10-YEAR FACILITY PLAN

Strategy Leaders: Nekita Nesmith, Penny Zuber-Simcox and Tammy Miller

Strategy Avigator: Penny Zuber-Simcox

Strategic Imperative Overview:

This strategy will allow the Y to continue to strengthen our long term sustainability. We must increase our impact in order to adequately support the communities we serve. Through physical and programmatic expansion, we will be able to achieve the level of excellence in service we aspire to and deepen our reach in all the communities we serve and especially in the ones that need us most.

This strategy is in response to the 10 year facility plan which assessed current conditions of facilities and identified expansion and growth opportunities in existing and new markets. Its purpose is to begin to execute the most important components of the plan, as identified by board and senior staff leadership.

THREE-YEAR STRATEGIC PLAN INITIATIVES	THREE-YEAR SUCCESS MEASUREMENT
Launch Comprehensive Campaign	<ul style="list-style-type: none"> • Increase Association Annual Campaign to \$3M by 2023 in 4-5% increments. • Determine endowment dollar goal, create a case for support for priority areas in need of sustainability and create a plan for securing gifts and begin actively soliciting gifts by 9/30/23. • Launch quiet phase of comprehensive campaign and begin solicitation discussions with top 50 prospects by 2023.
Develop comprehensive preventative maintenance and facility management programs	<ul style="list-style-type: none"> • Identify (using outside expertise as needed) major CAPEX needs and timeline for replacement by 9/30/2020 • Establish a major maintenance reserves fund by 9/30/23 • Increase annual CAPEX investment from \$685K to \$1.25MM by 9/30/2021 • Hire full-time VP of Asset Management by 9/30/2023
Develop strategic refinancing and debt plan	<ul style="list-style-type: none"> • Engage financial adviser to assess capacity to service current and future debt by 9/30/2020 • Develop capital planning model to evaluate projects' ROI 9/30/2020 • Secure current financial institution's commitment to refinance OR seek new partner by 10/1/2019
Develop long range technology plan to support operations	<ul style="list-style-type: none"> • Assess current technology state by 09/30/2020 and ongoing annually thereafter • Identify existing processes for any outdated or inefficient technologies and submit solutions to VP of Finance by 09/30/2020 • Evaluate viability by 9/30/2020

2020 Strategic Projects – To Be Completed

- Comprehensive Campaign Feasibility; Inventory major CAPEX needs per location including replacement timeline.
- Engage financial adviser to assess capacity to service current and future debt by 9/30/2020
 - First Tryon is creating an Excel tool where all capital projects can be analyzed and determine which project should the Y take in consideration in terms of ROI (return on investment), cash flow and debt covenant.
- Develop capital planning model to evaluate projects' ROI 9/30/2020
 - First Tryon is creating an excel tool where all capital projects can be analyzed and determine which project should the Y take in consideration in terms of ROI, cash flow and debt covenant.
- Secure current financial institution's commitment to refinance OR seek new partner by 10/1/2019
 - The FCYMCA is currently under negotiation with 5/3 Bank and BBVA.
- Evaluate viability by 09/30/2020.
- Wireless technology upgrades; hosted phone solutions

2021 Strategic Projects – To Be Completed

- Launch Phase I priority projects identified in feasibility study; Increase CAPEX investment to \$1.25MM.

INTERNAL CAPACITY STRATEGY 9

OPTIMIZING WORKFORCE DEVELOPMENT

Strategy Leaders: Pam Poggi and Tim Burrows

Strategy Avigator: Pam Poggi

Strategic Imperative Overview:

The Y's Commitment to America is developing new generations of change makers who will create communities we all want to live in—young people who grow into thriving adults and transform communities by influencing systems change, bridging social divides and giving back.

Through this collective effort, YMCAs will determine individually how they can engage more people and deepen their impact with them, based on the needs and opportunities in their communities. This will be accomplished through stronger recruiting, onboarding, training, and professional development initiatives.

THREE-YEAR STRATEGIC PLAN INITIATIVES	THREE-YEAR SUCCESS MEASUREMENT
Develop a Recruiting Plan to Attract and Attain an Engaged and Qualified Diverse Workforce.	<ul style="list-style-type: none"> • Increase number of qualified candidates for full-time positions by 5% by December 2022. • Improve retention rate for the top five turnover positions by 5% by December 2022. • Increase member retention from 64% to 68%% by December 2022.
Build a Bench of Internal Leaders to Ensure that Intellectual Capital is not lost to Competition.	<ul style="list-style-type: none"> • Decrease employee turnover from 26.53% in September 2019 to 23.53% in December 2022.
Place greater emphasis on Employee Engagement and Recognition.	<p>Improve SEER Staff Engagement Survey results by May 2022 as follows:</p> <ul style="list-style-type: none"> • Increase employee recognition, satisfaction, and engagement by 2%. • Increase opportunities for professional growth, recognized for doing a good job, net promoter score for employment, sense of belonging, importance of diversity and inclusion by 3%.
Conduct Succession Planning and Talent Review Annually.	<p>Succession:</p> <ul style="list-style-type: none"> • Increase number of emergency successors by 17% by December 2022. • Increase number of "ready now" potential successors by 23% by December 2022. <p>Talent:</p> <ul style="list-style-type: none"> • Increase management tenure of high potential leaders by 10% by December 2022. • Increase employee career development discussions by 300% by December 2022. • 100% of development program graduates have an opportunity to interview for internal openings by December 2022.

2020 Strategic Projects – To Be Completed

- Create an Employee Recognition Task Force made up of various departments and levels within the association. Present plan by January 2020.
- Develop selection criteria for Employee and Volunteer of the Year and implement by January 2020 to affect 2020 Y Bash.
- Consider alternative to Star Performer Award and incorporate Peer-to-Peer Recognition and implement by February 2020 to affect February 2020 Y Bash.
- Hire to reflect the make-up of the communities in which we serve by completing a five county recruiting strategy by February 2020. Share plans with Operations leaders by March 2020 to incorporate into their branch/department level recruiting strategies.
- Implement an internal job posting system by March 2020.
- Update and standardize non-exempt job descriptions to include cause and culture language and innovative thinking in order to attract cause-driven leaders who will support our mission and our strategic plan by September 2020.
- Engage Senior Leadership Team and VPs in an organizational review process by August 2020. Create development plans that include challenging on-the-job experiences, problem solving exercises, coaching, feedback, and formal training by December 2020.
- Refresh succession plan for VP and above roles by August 2020. Create development plans that include challenging on-the-job experiences, problem solving exercises, coaching, feedback and formal training by December 2020.
- Design and implement Associate Executive Director and Executive Director Development Programs in conjunction with association leaders focusing on Knowledge, Skills, and Abilities (KSAs) needed for success in Operations. Achieve 100% graduation rates.
- Simplify the mobile application process by creating a two-step application process for high volume jobs: Step 1: Submit resume and interview and Step 2: Complete application. Implement by December 2020.

2021 Strategic Projects – To Be Completed

- Engage Senior Leadership Team (SLT) in an organizational review process by August 2021 in order to identify talent for key positions within the organization. Create development plans that include challenging on-the-job experiences, problem solving exercises, coaching, feedback, and informal training by December 2021.
- Update and standardize exempt job descriptions to include cause and culture language and innovative thinking to attract cause-driven leaders who will support our mission and our strategic plan by September 2021.
- Refresh succession plan for VP and above roles by December 2021 to build a bench and prepare the First Coast Y for long-term organizational health and sustainability.
- Design and implement Group Leader and Site Director Development Programs in conjunction with association leaders focusing on Knowledge, Skills, and Abilities (KSAs) needed for success in Youth Development by December 2021.
- Align staff, area, and membership demographics by December 2021 to ensure staffing models reflect the communities in which we serve.
- Create a program to acknowledge employees for generating ideas that have an impact on the organization. Recognize a staff member monthly and one annually per branch/department and implement by December 2021.

2022 Strategic Projects – To Be Completed

- Ensure 20% of part-time staff complete new Leader Certification by September 30, 2022.
- Engage Senior Leadership Team (SLT) and VPs in an organizational review process by August 2022. Create development plans that include challenging on-the-job experiences, problem-solving, coaching, feedback, and formal training by December 2022.
- Ensure 30% of full-time exempt staff have obtained a YUSA certification by October 2022
- Refresh succession plan for VP and above roles by December 2022 to prepare the First Coast Y for long-term organizational health and sustainability.
- Design a "Day in the Life" job shadowing program to solidify employees' career paths by December 2022.
- Design programs in problem-solving, critical thinking, customer service, conflict management, and mentorship. Pilot with a cohort group and complete by December 2022.

