



Celebrating
160
YEARS

1858 • 2018

For a Better Us™

STRENGTHENING OUR COMMUNITY

STRATEGIC INITIATIVES • 2018 – 2021
YMCA OF METROPOLITAN MILWAUKEE



STRATEGIC PLAN

**POSITIVELY
IMPACT
MORE
PEOPLE
BY 2021**

2018–2021 STRATEGIC PLAN

By 2021 the YMCA of Metropolitan Milwaukee plans to double the number of people we positively impact through youth development, healthy living and social responsibility.

WE SEE STRENGTH IN OUR COMMUNITY

The Y believes that everyone deserves a chance to succeed—no matter their background or income – and we have learned that can happen only when we unite to nurture the best in all of us. That is why our cause is strengthening community through youth development, healthy living and social responsibility.

5

MEMBERSHIP
BRANCHES



2

EARLY CHILDHOOD
EDUCATION SITES



1

OVERNIGHT
CAMP



28

BEFORE/AFTER
SCHOOL PROGRAM
SITES



ONE ASSOCIATION
dedicated to
creating lasting,
positive change



MISSION | VISION

YMCA OF METROPOLITAN MILWAUKEE

OUR MISSION

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

OUR VALUES

Our core values of caring, honesty, respect and responsibility will guide our behaviors.

OUR AREAS OF FOCUS



YOUTH DEVELOPMENT:

Nurturing the potential of every child and teen for a path of success.



HEALTHY LIVING:

Improving the health and well-being through partnerships with health care.



SOCIAL RESPONSIBILITY:

Foster a greater sense of engagement to provide support to our neighbors.

OUR VISION

To become recognized as a leading community collaborator in Milwaukee County that achieves bold results in the areas of youth development, healthy living, and social responsibility, with an emphasis on youth, families and the aging population.

OUR COMMITMENT TO DIVERSITY, INCLUSION & EQUITY

We believe the Y must continue to lead the way to a brighter future by following our belief that we are stronger when our doors are open to all. Our policies, practices and programs must advance our organizational commitment to diversity and inclusion. We must sustain our support for newcomers and immigrants, in partnership with our colleagues at Ys in 120 countries. We must ensure that all people — across all dimensions of diversity — feel welcome and valued as part of the Y family.



IMPACT STATEMENT

{ EDUCATION }



To be the
PRIMARY PLACE
for youth
during **SCHOOL TIME**

{ HEALTH & WELLNESS }

The Y is viewed as a
KEY STAKEHOLDER
that influences
HEALTH & WELL-BEING FOR ALL

{ ACCESS TO ALL }

To strengthen community by
ADDRESSING CRITICAL ISSUES & ORGANIZATIONAL CAPACITY so all
segments of society
can have access and
THRIVE AT THE Y

INCREASING OUR COMMUNITY IMPACT

The YMCA of Metropolitan Milwaukee seeks to pursue financial sustainability, maintain our relevance with families, and to deepen our community impact with a priority in the city of Milwaukee.

COMMUNITY IMPACT: as we move toward the year 2021, we will focus on three strategic priorities:

1. YOUTH DEVELOPMENT:

To be the primary place for youth during out of school time.

2. HEALTHY LIVING:

To be a key stakeholder that influences health and well-being for all.

3. SOCIAL RESPONSIBILITY:

To strengthen community by addressing critical issues and increasing organizational capacity so all segments of society can have access and thrive at the Y.





TABLE OF CONTENTS

COMMUNITY IMPACT:

Initiatives for Youth Development 6

COMMUNITY IMPACT:

Initiatives for Healthy Living 7

COMMUNITY IMPACT:

Initiatives for Social Responsibility 8

CAPACITY BUILDING:

Initiatives for Sustainability 10

CAPACITY BUILDING:

Initiatives for People 10

CAPACITY BUILDING:

Initiatives for Mission Advancement 11

CAPACITY BUILDING:

Initiatives for Membership and Programs 11

OUR RESEARCH 12

STRATEGIC ADVANTAGES 13

OUR PROCESS 14

COMMITTEE 15





YOUTH DEVELOPMENT

YOUTH DEVELOPMENT

Nurturing the potential of every child and teen

At the Y, we believe that all kids have amazing potential. The values and skills learned early are vital building blocks for life, and young people deserve an opportunity to discover who they are and what they can achieve. From the youngest in our child care programs to the teens in our leadership development initiatives, the Y gives kids and teens a safe place to belong, build confidence and learn positive behaviors grounded in our core values of caring, honesty, respect and responsibility.

INITIATIVES: FOR YOUTH DEVELOPMENT

OUTCOME: To be the primary place for youth during out of school time.

STRATEGIES:



Create a safe and secure community and model that supports youth and strengthens families.



Expand the Y's early learning readiness program in a holistic approach to our work.

INDICATORS:



Increase the number served through youth development programs.



Families indicate they are satisfied with our programming.



HEALTHY LIVING

HEALTHY LIVING

Improving the nation's health and well-being

At the Y, we believe that being healthy means more than simply being physically active. It is about maintaining a balanced spirit, mind and body. The Y is a leading voice on health and well-being issues--and a leader in fighting chronic disease--and is committed to empowering people to lead fuller lives. We bring families closer together, promote healthy living and foster connections through fitness, sports, fun and shared interests. As a result, thousands of youth, adults and families receive the support, guidance and resources they need to become and stay healthy.

INITIATIVES: FOR HEALTHY LIVING

OUTCOME: The Y is viewed as a key stakeholder that influences health and well-being for all.

STRATEGIES:



Expand healthy living programs that address community health needs through partnerships with local and national organizations that have cost-effective, inclusive and accessible programs.



Create and provide approaches to our healthy living work through various intervention types.

INDICATORS:



Increase the number served through healthy living programs.



Increase health collaborations and partnerships with local and national organizations.



SOCIAL RESPONSIBILITY

SOCIAL RESPONSIBILITY

Giving back and providing support to our neighbors

At the Y, we believe that when we work together, we move individuals, families and communities forward. Since 1858, the Y has responded to society's most pressing needs by developing innovative, community-based solutions and uniting people from all walks of life to participate in and work for positive social change. Whether providing job training to a newly single parent, advocating for affordable, healthy food options for underserved communities, or helping newcomers transition into their new neighborhoods, the Y is committed to empowering people with the resources and support needed to live healthy, connected and secure lives.

INITIATIVES: FOR SOCIAL RESPONSIBILITY

OUTCOME: To strengthen community by addressing critical issues and increasing organizational capacity so all segments of society can have access and thrive at the Y.

STRATEGIES:



Convene and collaborate with organizations to fill gaps and remove barriers on key issues facing our community.



Research and develop new and diverse markets.

INDICATORS:



Expand Y partnerships with organizations that support our mission.



Ensure diverse, isolated and underserved communities feel supported by the YMCA.

[illegible]

.....

•

-
-
-
-
-
-
-

-
-
-
-
-

-
-
-
-
-
-
-

•
•
•
•
•

•
•
•
•
•
•
•

•
•
•
•
•

-
-
-
-
-
-
-

•
•
•
•
•



INITIATIVES

INITIATIVES: FOR SUSTAINABILITY



OUTCOME: To achieve a higher level of status where the organization is respected and thriving.

STRATEGIES:



Leverage tools to be more effective and efficient in the way we work and engage others.



Develop a plan to improve our financial Y of USA benchmarks.

INDICATORS:



Improve net margin annually.



Grow revenue.

INITIATIVES: FOR PEOPLE



OUTCOME: To encourage staff and volunteer growth and greater connectedness to the Y mission.

STRATEGIES:



Develop and maintain diverse and sustainable staff, volunteers and donors to become cause-driven leaders.



Model the principles of diversity and inclusion in their leadership, staff, programs and strategies.

INDICATORS:



Staff have participated in leadership development opportunities.



Volunteers and staff are recognized as strong advocates for the YMCA mission.



INITIATIVES: FOR MISSION ADVANCEMENT



OUTCOME: To attract and re-engage donors by sharing our organization's community impact.

STRATEGIES:



Increase our visibility as a cause-driven, charitable organization.



Re-kindle the Y's brand and position in the community.

INDICATORS:



Annually increase contributions.



YMCA of Metropolitan Milwaukee is recognized as a charity of choice.

INITIATIVES: FOR MEMBERSHIP AND PROGRAM



OUTCOME: To ensure that the organization stays relevant for families.

STRATEGIES:



Connect and engage families for membership and programs.



Increase the member acquisition and member retention rates.



Deepen our commitment to Out of School Youth programming.

INDICATORS:



Grow membership and program revenue annually.



Increase member satisfaction.



Grow Out of School youth programs.



OUR RESEARCH

THE NEED IS GREAT...

Our strategic planning process included research, interviews and working sessions to understand our starting point and strength, and to identify where we need to focus our future efforts. Our Leadership team came together to identify the key constituents to conduct a community needs assessment. Over a seven month period, our leadership staff interviewed 475 diverse community stakeholders that represent communities we serve; including, YMCA members, program members, staff, CEOs, non-profits, hospitals, businesses, donors, partners, elected officials, school district leaders and representatives from public and private sectors through electronic surveys, branch round tables, and one-on-one in-person interviews.

These are the key community needs that emerged from stakeholder feedback.



Achievement gaps



Food insecurity



Mental health



Lack of teen services



Opioid epidemic



Racial divide



Affordable housing



Transportation barriers



Support for Aging Adult social isolation



Chronic disease support



Need for healthy lifestyle options for families



Partnerships and collaborations are critical



Role modeling diversity & inclusion

STRATEGIC ADVANTAGES

OUR STRATEGIC ADVANTAGES

As part of our research we identified six Strategic Advantages.

1|

National Brand

- Strong Local Reputation

2|

Programming

- Our breadth and scope of program variety which incorporates all ages, ability, and diverse groups

3|

Legacy

- For 160 years the Y has been a well trusted collaborative organization within the community
- For almost 100 years Camp Minikani has been dedicated to helping youth build confidence and realizing their best self

4|

Safety Around Water (Swim Lessons)

- YMCA locations in 6 communities
- Serves Milwaukee County
- 4500 registrations in 2017
- 25,000 lessons given in 2017

5|

Out of School Time (all programs)

- YMCA locations in 12 communities
- Serves Milwaukee County
- 44 locations (Schools/Y's)
- 2,465 youth served

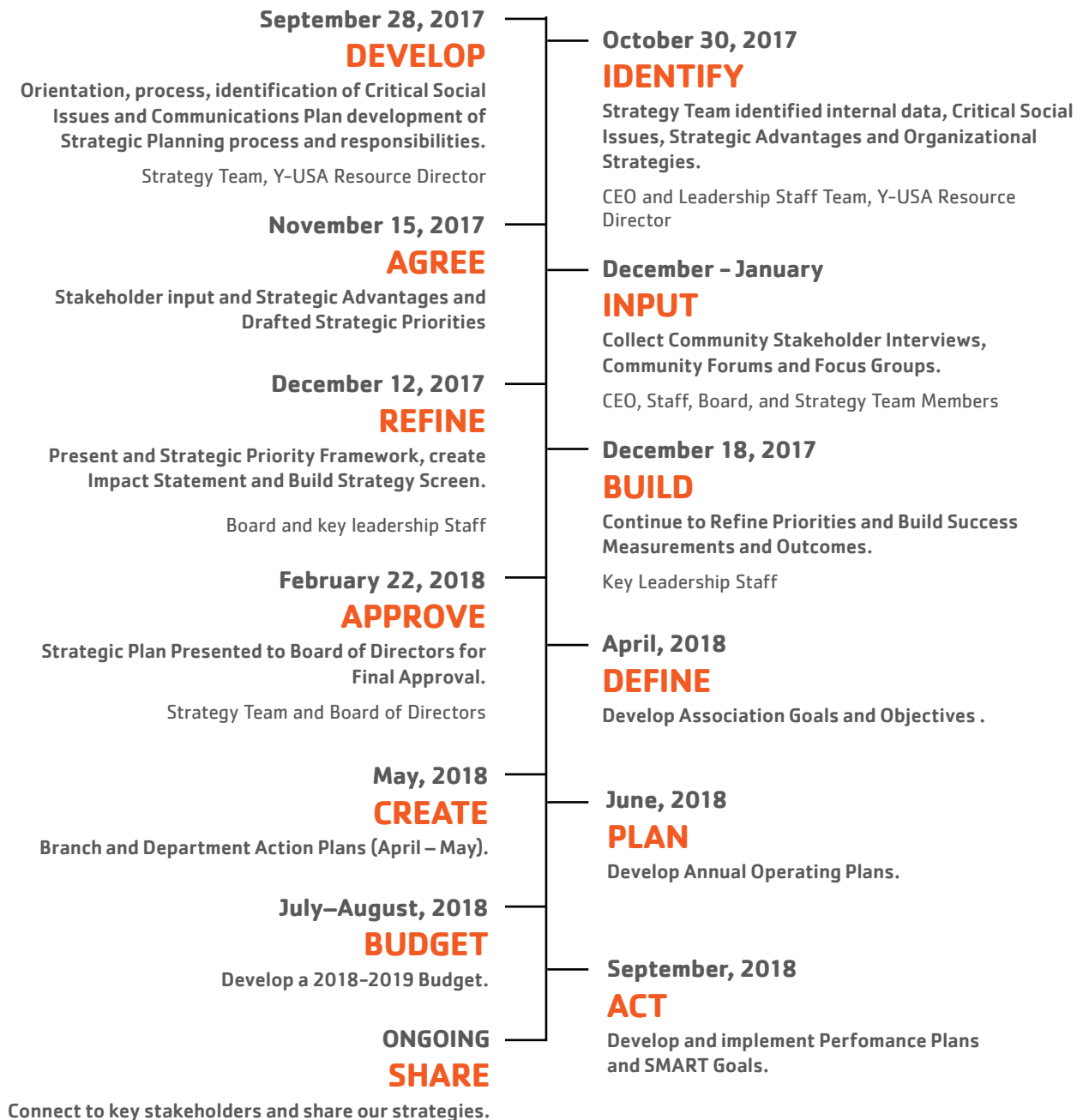
6|

Y without Walls

- Provide programming onsite at 62 companies
- Provide programming in 60+ schools
- Provide programming in 5 County Parks

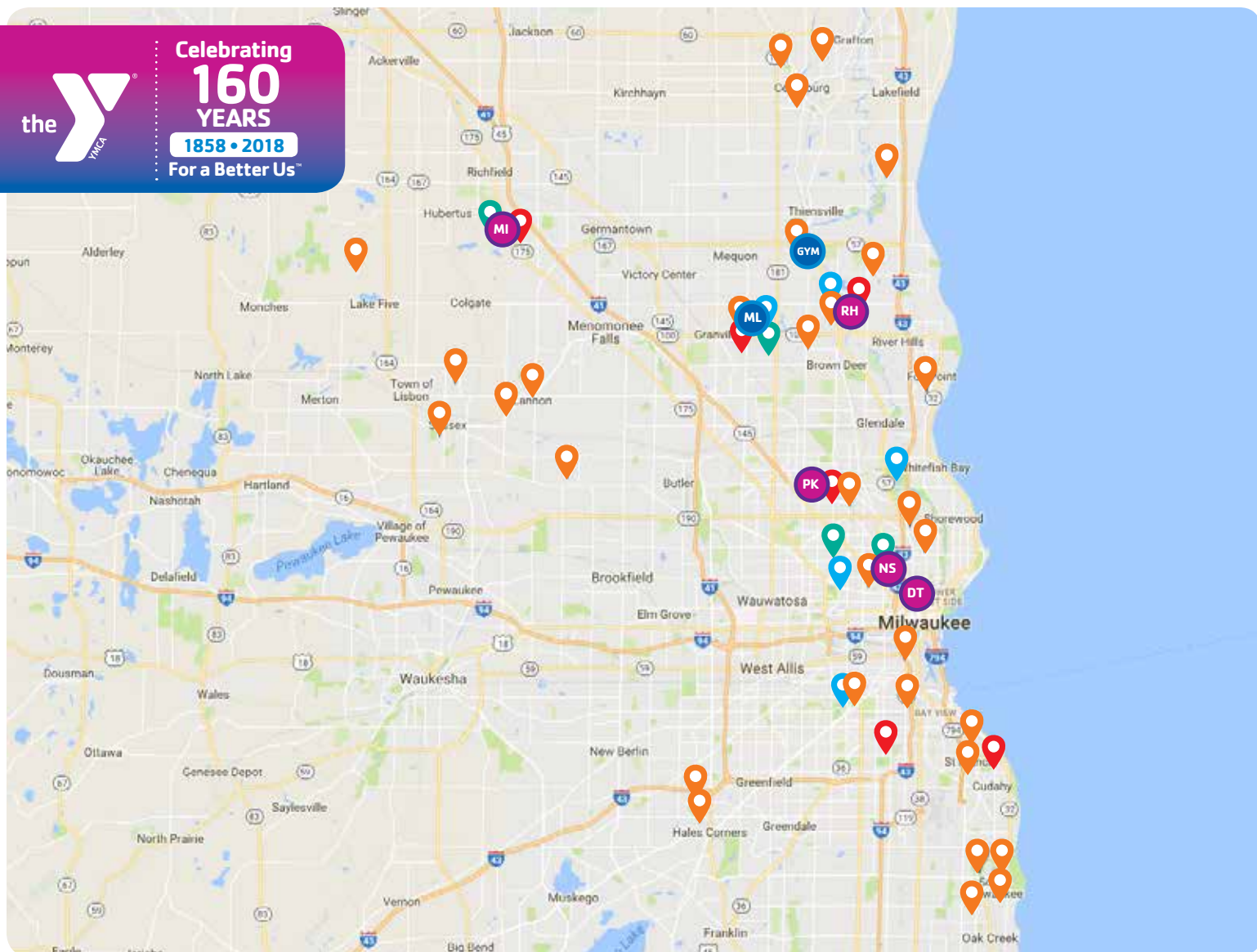


OUR PROCESS





Celebrating
160
YEARS
1858 • 2018
For a Better Us™



LOCATIONS

BRANCHES

DOWNTOWN YMCA (DT)

161 W. Wisconsin Ave., Suite 4000
Milwaukee, WI 53203
Phone: 414-291-9622

NORTHSIDE YMCA (NS)

1350 W. North Ave.
Milwaukee, WI 53205
Phone: 414-265-9622

PARKLAWN YMCA (PK)

4340 N. 46th St.
Milwaukee, WI 53216
Phone: 414-873-9622

RITE-HITE FAMILY YMCA (RH)

9250 N. Green Bay Rd.
Brown Deer, WI 53209
Phone: 414-354-9622

YMCA CAMP MINIKANI (MI)

875 Amy Belle Rd.
Hubertus, WI 53033
Phone: 262-251-9080

SPECIALTY CENTERS

YMCA GYMNASTICS CENTER (GYM)

6140 W. Executive Dr.
Mequon, WI 53092
Phone: 414-357-2828

MIRACLE LEAGUE MILWAUKEE (ML)

9050 N. Swan Rd.
Milwaukee, WI 53224
Phone: 414-357-1920

EARLY CHILDHOOD EDUCATION

NORTHSIDE YMCA

1350 W. North Ave.
Milwaukee, WI 53205
Phone: 414-374-9450

NORTHWEST

9050 N. Swan Rd.
Milwaukee, WI 53224
Phone: 414-357-1920

SHERMAN PARK LUTHERAN

2703 N Sherman Blvd
Milwaukee, WI 53210

YMCA CAMP MINIKANI (MI)

875 Amy Belle Rd.
Hubertus, WI 53033
Phone: 262-251-9080

DAY CAMPS

NORTHWEST

9050 N. Swan Rd.
Milwaukee, WI 53224
Phone: 414-357-1920

PARKLAWN YMCA

4340 N. 46th St.
Milwaukee, WI 53216
Phone: 414-873-9622

RITE-HITE FAMILY YMCA

9250 N. Green Bay Rd.
Brown Deer, WI 53209
Phone: 414-354-9622

YMCA AT GREENE PARK

4235 S. Lipton Ave.
St. Francis, WI

YMCA AT WILSON PARK

1601 West Howard Ave.
Milwaukee, WI

SCHOOL AGE (35 LOCATIONS)

For more information on our School Age programs, including location specifics, visit YMCAMKE.ORG.

SAFETY AROUND WATER

NORTHSIDE YMCA (NS)

1350 W. North Ave.
Milwaukee, WI 53205
Phone: 414-265-9622

NORTHWEST

9050 N. Swan Rd.
Milwaukee, WI 53224
Phone: 414-357-1920

RITE-HITE FAMILY YMCA

9250 N. Green Bay Rd.
Brown Deer, WI 53209
Phone: 414-354-9622

LINCOLN PARK POOL

1301 W Hampton Ave
Milwaukee, WI 53209

MACDOWELL

MONTESSORI SCHOOL
6415 W. Mt Vernon Ave
Milwaukee, WI 53213

WASHINGTON PARK POOL

1859 N 40th St
Milwaukee, WI 53208

JACKSON PARK POOL

3500 W Forest Home Ave
Milwaukee, WI 53215



YMCAMKE.ORG