





STRENGTHENING OUR COMMUNITY

STRATEGIC INITIATIVES • 2018 – 2021 YMCA OF METROPOLITAN MILWAUKEE



STRATEGIC PLAN

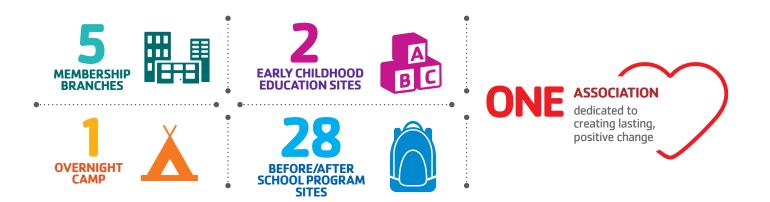
POSITIVELY IMPACT MORE PEOPLE BY 2021

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.



REATER IN OUR CAUSE GOLDEN RULE JOIN GOOD TOGETHER ONE LOOK FORMA A PUSH FOR TOGETHER ONE LOOK FORMA A PUSH FOR ENDLESS POSSIBILITIES DELIVERING CAUSE A PUSH FOR TOGETHER FOR YOU A PUSH FOR TOGETHER FOR YOU MUNITIES TO THE TOT TO THE TORY OF THE POR YOU MUNITIES TO THE TOT TO THE TORY OF THE POR YOU MUNITIES MUNI

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 & ÉQUITY

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









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

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.

STRENGTHENING OUR COMMUNITY

REATER IN I OUR CAUSE GOLDEN RULE JOIN GOOD TOGETHER FOR LOOK FORMA A PUSH FOR TOGETHER FOR LOOK FORMA NOSITIVE ENDLESS POSSIBILITIES HANGE G STRONGER MUNITIES DECOMPAREMENTS MORE DEEPER HERE FOR YOU DATE OF TOGETHER HEALTHIER DROKE TABLE OF CONTENTS

COMMUNITY IMPACT:					
Initiatives for Youth Developmer	n t .	• •	•	• •	6
COMMUNITY IMPACT:					
Initiatives for Healthy Living .		• •	٠	• •	7
COMMUNITY IMPACT:					
Initiatives for Social Responsibil	ity	• •	٠	• •	8
CAPACITY BUILDING:					
Initiatives for Sustainability		• •	•	• •	10
CAPACITY BUILDING:					
Initiatives for People		• •	•	• •	10
CAPACITY BUILDING:					
Initiatives for Mission Advancem	ent	• •	•	• •	11
CAPACITY BUILDING:					
Initiatives for Membership and P	rograms	• •	٠	• •	11
OUR RESEARCH		• •	•	• •	12
STRATEGIC ADVANTAGES		• •	•	••	13
OUR PROCESS		••	•	• •	14
		• •	•	• •	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.

REATER IN I OUR CAUSE GOLDEN RULE JOIN GOOD TOGETHER HERE FOR YOU A PUSH FOR POSITIVE ENDLESS POSSIBILITIES HANGE IG STRONGER MUNITIES F INITY MORE HERE FOR YOU MORE FOR YOU HEALTHIER DRIVE HEALTHIER

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 wellbeing 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.

REATER IN II OUR CAUSE GOLDEN RULE JOIN GOOD TOGETHER ONE LOOK FORMA A PUSH FOR TOGETHER ONE LOOK FORMA POSITIVE ENDLESS POSSIBILITIES HANGE G STRONGER MUNITIES F I INITY DESCRIPTION OF HEALTHIER DRUCE CAPACITY BUILDING

INCREASING OUR ABILITY TO DO OUR WORK

As we move towards 2021, we will invest in our capacity as an organization in the four following strategic priorities.

1. SUSTAINABILITY:

Achieve a higher level of status where the organization is respected and thriving.

2. PEOPLE:

Encourage staff and volunteer growth and greater connection to the Y mission.

3. MISSION ADVANCEMENT:

Attract and re-engage donors by sharing our organization's community impact.

4. MEMBERSHIP AND PROGRAM: Ensure that the organization stays relevant for families.



INITIATIVES

INITIATIVES: FOR SUSTAINABILIT



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.



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 causedriven, 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.

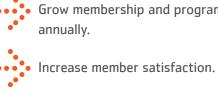


Increase the member acquisition and member retention rates.



Deepen our commitment to Out of School Youth programming.

INDICATORS:



Grow membership and program revenue

Grow Out of School youth programs.

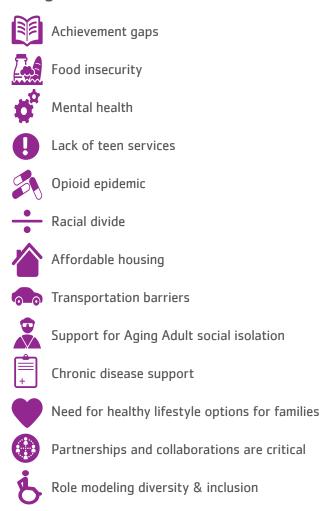


OUR RESEARCH

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.



REATER IN II OUR CAUSE GOLDEN RULE JOIN GOOD TOGETHER ONE LOOK FORMA A PUSH FOR TOGETHER ONE LOOK FORMA OSITIVE ENDLESS POSSIBILITIES HANGE G STRONGER MUNITIES TE UNITY MORE DEEPER HERE FOR YOU MORE IMDACT HEALTHIER DRIVE STRATEGIC ADVANTAGES

OUR STRATEGIC ADVANTAGES

As part of our research we identified six Strategic Advantages.

National Brand

• Strong Local Reputation

Programming

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

2	Le
J	٠

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

6

Safety Around Water (Swim Lessons)

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

Out of School Time (all programs)

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

Y without Walls

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



OUR PROCESS

September 28, 2017 DEVELOP

Orientation, process, identification of Critical Social Issues and Communications Plan development of Strategic Planning process and responsibilities.

Strategy Team, Y-USA Resource Director

November 15, 2017

AGREE

Stakeholder input and Strategic Advantages and Drafted Strategic Priorities

December 12, 2017 REFINE

Present and Strategic Priority Framework, create Impact Statement and Build Strategy Screen.

Board and key leadership Staff

February 22, 2018 APPROVE

Strategic Plan Presented to Board of Directors for Final Approval.

Strategy Team and Board of Directors

May, 2018

CREATE

Branch and Department Action Plans (April – May).

July–August, 2018

BUDGET

Develop a 2018-2019 Budget.

ONGOING

- October 30, 2017 IDENTIFY

Strategy Team identified internal data, Critical Social Issues, Strategic Advantages and Organizational Strategies.

CEO and Leadership Staff Team, Y-USA Resource Director

- December - January

Collect Community Stakeholder Interviews, Community Forums and Focus Groups.

CEO, Staff, Board, and Strategy Team Members

December 18, 2017

BUILD

Continue to Refine Priorities and Build Success Measurements and Outcomes.

Key Leadership Staff

- April, 2018

DEFINE

Develop Association Goals and Objectives.

June, 2018

PLAN

Develop Annual Operating Plans.

September, 2018

ACT

Develop and implement Perfomance Plans and SMART Goals.

Connect to key stakeholders and share our strategies.



COMMITTEE

THANK YOU

A special thank you to the volunteers and staff on our Strategy Planning Committee.

STRATEGY TEAM

Deb Allen, Chair Retired

Richard Canter Retired

John W. Mellows CEO-Charter Manufacturing Co.

Mary Panzer President-Panzer Consulting

Rachel Roller SVP Government Affairs & Community Relations-Aurora Health Care

Richard Schmidt, Jr. President & CEO-C.G Schmidt, Inc.

STAFF

Carrie Wall President & CEO-YMCA of Metropolitan Milwaukee

Shaneé Jenkins VP Social Responsibility & Strategic Partnerships- YMCA of Metropolitan Milwaukee

TR Yow VP Operations-YMCA of Metropolitan Milwaukee

YMCA OF METROPOLITAN MILWAUKEE BOARD OF DIRECTORS

OFFICERS

Richard L. Schmidt, Chair C.G. Schmidt, Inc.

Jeffrery J. Lueken, Vice Chair/Treasurer Northwestern Mutual

Jessie Lochmann, Secretary Foley & Lardner LLP

Richard J. Canter, Immediate Past Chair

Carrie M. Wall, President & CEO YMCA of Metropolitan Milwaukee

MEMBERS

Debbie Allen

Anne C. Ballentine Rogers Behavioral Health Jack M. Blank*

Tina Chang Syslogic, Inc.

Jon Hammes* Hammes Company

Kalan Haywood Haywood Group, LLC

Bruce E. Jacobs*

Burleigh E. Jacobs*

Ted D. Kellner, C.F.A.*

Chris Marschka PNC Bank

John W. Mellowes Charter Manufacturing Co., Inc.

Bruce A. Miller National Insurance Services Kevin Newell Royal Capital Group

Mary E. Panzer Panzer Consulting

Jill G. Pelisek UWM School of Business Admin.

Rachel Roller Aurora Health Care

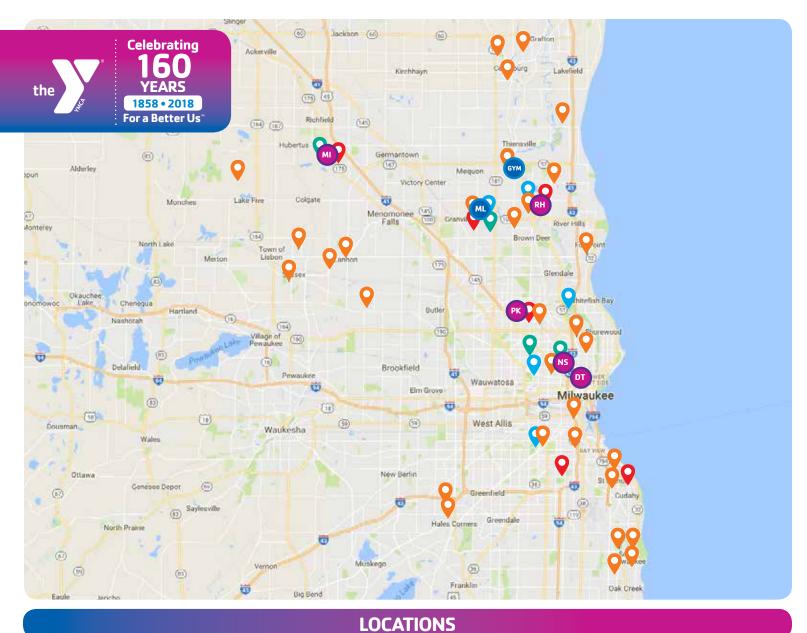
John F. Steinmiller Milwaukee Bucks

John Stollenwerk*

Robert V. Venable Charter Manufacturing Co., Inc.

Gregory M. Wesley Medical College of Wisconsin Edward J. Zore*

* Emertis Members



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



YMCAMKE.ORG

.....

SPECIALTY CENTERS

YMCA GYMNASTICS CENTER (GYM) 6140 W. Executive Dr. Mequon, WI 53092

Mequon, WI 53092 Phone: 414-357-2828

MIRACLE LEAGUE MILWAUKEE

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

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.

SAFTY 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