the YMCA

FOR YOUTH DEVELOPMENT®
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY

INSPIRING ACTION

Strategic Plan 2023 and Beyond

YMCA of Grays Harbor

TABLE OF CONTENTS

INTRODUCTION

- Uniting For A Healthy Future 3
- Who We Are 4
- Our Community Promise 4

ADVANTAGES, STRATEGY SCREEN, AND PRIORITIES

- Our Strategic Imperative 7
- Our Strategic Advantages 7
- Our Strategy Screen 8
- Our Strategic Priorities 8

STRATEGIES, OUTCOMES, AND DATA

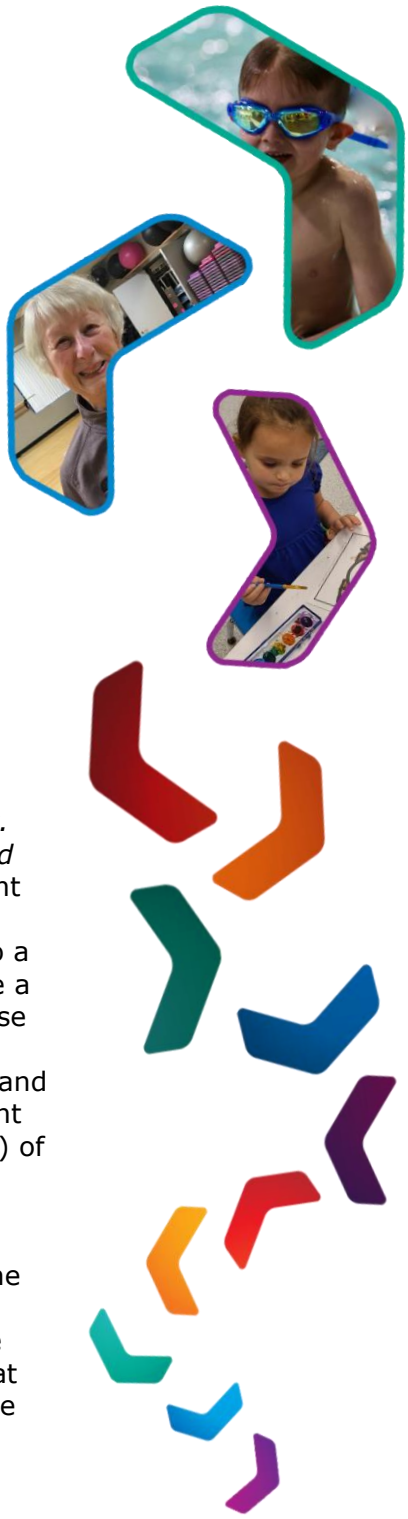
- Strategic Priority 1 11 & 12
- Strategic Priority 2 13 & 14
- Strategic Priority 3 15 & 16
- Strategic Priority 4 17 & 18

STRATEGIC PLAN DEVELOPMENT TEAM

- Committees 19

UNITING FOR A HEALTHY FUTURE

YMCA of Grays Harbor is proud to have rich history in serving this community since 1902. One thing has been true since the beginning, our priority remains to be our community.



The WORK
In late 2022, the YMCA of Grays Harbor began holding an array of stakeholder surveys**. The goal** of these interviews **was to learn not how *we* viewed our organization, but how *the community* truly viewed us.** If the last few years taught us anything about our organization; its how we want to show up and **strengthen our impact**. As an organization, we adapt- always asking our community one question…**who do you need us to be?**

The PRODUCT
This strategic plan is responsive to what we heard from our community both in the form of data and direct input. While it serves as a roadmap for the future, who we are as an organization has not changed. Focusing on our strengths, two attributes continued to gleam, indicating who we are: a positive beacon of hope and a responsive data driven organization, we were committed to ensuring these were not lost. This resulted in four strategic priorities and organizational strategies with clear measurable outcomes. Beyond that, we knew we wanted a **bold, shared vision for the future**, PROMISING our community who we will continue to be.

Our Y and Community Promise…
A stakeholder shared their input, *"The Y is everything to the community. Inclusive and safe for all ages. Provides opportunities to learn, grow and create a community."* We took this feedback to heart in the development of our Strategic Plan. In our **COMMUNITY PROMISE** we boldly state: **WE WILL…** Utilize the power of the Y to boldly shape our community to a healthy future and create a community where all want to live in… Create a community for all, from youth to seniors, by fostering meaningful, diverse and inclusive connections… Ensure all have access to learn, grow, and thrive. We understand, **our Y is A POSITIVE COMMUNITY BEACON** and unlike no other organization. Our work needs to be bold and is important to the economic development and overall wellness (mental and physical) of Grays Harbor.

We want to thank everyone who contributed to bringing this plan to fruition, especially the members of the Strategic Planning Committee, the Staff Strategic Planning Committee, Board of Directors and those who participated in the stakeholder interviews. This plan is a product of true collaboration towards a common goal, community being our cause and at the forefront of our work. We are grateful for all those who played a role in these efforts.

This plan will guide us through 2023 and beyond, elevating our commitment to serve in a more significant way than ever before. We will be a champion to some of the most pressing needs within our communities.

Kenneth Albert
Strategy Committee Chair

Moraya Wilson
CVO

Franzine Potts
CEO

OUR MISSION

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

OUR VALUES

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

OUR AREAS OF IMPACT

Youth Development: by empowering young people to reach their full potential.
Healthy Living: by improving individual and community well-being.
Social Responsibility: by providing support and inspiring action in our communities.

OUR Y

A positive community beacon

We are an organization like no other. The Y is a leading nonprofit that is committed to strengthening community by empowering young people, improving health and well-being of people of all ages and inspiring action in and across Grays Harbor.

OUR COMMUNITY PROMISE

We will...

Utilize the power of the Y to boldly shape our community to a healthy future and create a community we all want to live in.

Create a community FOR ALL, from youth to seniors, by fostering meaningful, diverse and inclusive connections.

Ensure ALL have access to learn, grow, and thrive.

ADVANTAGES, STRATEGY SCREEN, AND PRIORITIES

UNITING FOR A HEALTHY FUTURE

STRATEGIC IMPERATIVE

To ensure our Y continues to as an Anchor Organization, now and in times of need.

OUR STRATEGIC ADVANTAGES

Attributes using our unique assets and outstanding execution

1. Trusted community partner with a respected brand and reputation
2. Strong philanthropic and positive organizational culture
3. Our experience, history and service delivery footprint as a community focused leader
4. Anchor Organization with capacity to fill proven community needs
5. A welcoming, inclusive, supportive community centered organization FOR ALL individuals led by quality staff and board
6. A wide variety of programs and services that serve multi generations with a focus on signature programming including:
    - Health & Wellness
    - Licensed, nurturing, values-rich Childcare
    - Safety Around Water
    - Youth Sports
    - Overnight Resident Camp
7. Facility and Amenities
    - Variety of quality features and equipment
    - Camp Bishop
    - Aquatics Center
    - Learning Center

OUR STRATEGY SCREEN

A "filter" that aids in decision-making that challenges the network's thinking
**not in priority order*

COMMUNITY ASSESSMENT:
What role should we play?
The:

- Expert
- Partner
- Convener
- Supporter

Tier I
ALIGNMENT: Does this align with our mission, cause and values?
REPUTATION: Will it protect and promote our Y brand?
DATA ANALYSIS: Can we validate the need based on data?
SUSTAINABILITY: Is the program financially viable and sustainable?
IMPACT: Does this expand impact and is it worth the investment?

Tier II
FOCUS: Will it redirect us from more urgent initiatives?
SERVICE: Does this enhance, complement or harm existing programs?
CAPACITY: Do we have the resources and capacities needed to ensure success?
EQUITY: Does it contribute to our goals of diversity and inclusivity?
DIFFERENTIATION: Can we deliver the program virtually and/or uniquely?

OUR STRATEGIC PRIORITIES

The Y will...

- **Support all community members on their holistic health journeys.**
- **Ensure all youth and families reach and sustain their fullest potential.**
- **Advance and strengthen our strategic advantages to grow our capacity for community impact.**
- **Engage and develop staff and volunteers to ensure sustainability and growth.**

STRATEGIES, OUTCOMES, AND DATA

STRATEGIC PRIORITY 1

Support all community members on their holistic health journeys

ORGANIZATIONAL STRATEGIES & MEASURABLE OUTCOMES

ORGANIZATIONAL STRATEGY (1A)

Increase visibility of our brand as a leader in preventative care and upstream mental health

MEASURABLE OUTCOME:

1. Create and implement a detailed action plan to increase visibility of our work in preventative care and upstream mental health by the end of 2024

ORGANIZATIONAL STRATEGY (1B)

Utilize partnerships and collaborations to expand our cause in preventative care and upstream mental health

MEASURABLE OUTCOME:

1. Partnerships and Collaborations
    - Preventative Care Programming - Expand to multiple partnerships to increase our offerings of preventative care programming by end of 2025
    - Upstream Mental Health – Provide resources from community experts in mental health to our members and staff by end of 2024
    - Upstream Mental Health – Identify a funding opportunity to increase staff training and/or support to better serve members mental health needs by end of 2023

ORGANIZATIONAL STRATEGY (1C)

Expand organizational partnerships to expand access to the community members by removing the financial barrier for membership and programming beyond low income families

MEASURABLE OUTCOME:

1. Create and implement marketing materials for corporate and community partnership membership initiative to share with partners by the end of 2024

ORGANIZATIONAL STRATEGY (1D)

Continue to evaluate and enhance the benefits of the Y membership to improve community health

MEASURABLE OUTCOME:

1. Implement action plan for virtual programming and new app to increase access to community health opportunities by June 2023

ORGANIZATIONAL STRATEGY (1E)

Utilize signature programming to fill unmet community needs that strengthen families and address youth challenges

MEASURABLE OUTCOME:

1. Signature Programming
   - Identify and expand each signature program to a new demographic by end of 2024
   - Implement a plan and identify ambassadors for signature "groups" created organically at the Y through signature programming by the end of 2024 strategy

GRAYS HARBOR RESEARCH & DATA

1A Limited access to opportunities due to limited proximity to exercise opportunities. Compared to the state average residents in Grays Harbor have 12% less access to exercise opportunities.

1B According to Community Health Snapshot in 2019, 26% of 8th grade students have contemplated suicide in the last 12 months.

1B According to Community Health Snapshot in 2019, 38% of adults had three or more ACEs which contribute to individual and community levels of trauma.

1C According to Community Health Assessment a barrier to health was high cost of gyms, despite options for low income members.

1D Limited access to opportunities due to limited proximity to exercise opportunities. Compared to the state average residents in Grays Harbor have 12% less access to exercise opportunities.

1E Y-USA states that 71% stay at the Y if they feel they belong.

STRATEGIC PRIORITY 2

Ensure all youth and families reach and sustain their fullest potential

ORGANIZATIONAL STRATEGIES & MEASURABLE OUTCOMES

ORGANIZATIONAL STRATEGY (2A)

Ensure all programming contains value rich outcomes based on community needs

MEASURABLE OUTCOME:

1. Identify and connect a community gap and intentional outcome to each signature program by end of 2024

ORGANIZATIONAL STRATEGY (2B)

Evaluate funding options and advocate to increase access FOR ALL families by working to remove the financial barrier for licensed childcare

MEASURABLE OUTCOME:

1. Advocate for increased reimbursement rates for licensed childcare and opportunities for new funding models during each year of the plan

ORGANIZATIONAL STRATEGY (2C)

Improve operations and program practices at Camp Bishop around quality measurement tools and achieve accreditation

MEASURABLE OUTCOME:

1. Camp Bishop
    - Increase Camp Bishop Overnight satisfaction results in categories of overall organization, quality of staff and communication between staff and parents by September 2024
    - Assess Camp Bishop's readiness to receive ACA accreditation by November 2023

ORGANIZATIONAL STRATEGY (2D)

Identify opportunities for collaborations that mutually enrich and expand Y services and programs that advance our causes (youth development, healthy living and social responsibility)

MEASURABLE OUTCOME:

1. Advance initiatives forward in the East Grays Harbor Youth Collaborative as defined by the feasibility study by the end of 2024

GRAYS HARBOR RESEARCH & DATA

2A According to Community Health Snapshot in 2019, 26% of 8th grade students have contemplated suicide in the last 12 months.
1. According to Community Health Snapshot in 2019, 38% of adults had three or more ACEs which contribute to individual and community levels of trauma.
2. 1 in 3 of 6th and 8th graders report being bullied in the last 30 days.

2B 100% free and reduced lunch in Hoquiam and Aberdeen which are our primary market area. While 16% of youth in Grays Harbor are on Medicaid which is a poverty indicator.

2C 38% retention for Summer Resident Camp compared to 60% Y-USA benchmark. Limited access to opportunities due to limited proximity to exercise opportunities.

2D Compared to the state average, residents in Grays Harbor have 12% less access to exercise opportunities.

STRATEGIC PRIORITY 3

Advance and strengthen our strategic advantages to grow our capacity for community impact

ORGANIZATIONAL STRATEGIES & MEASURABLE OUTCOMES

ORGANIZATIONAL STRATEGY (3A)

Continue our legacy of ensuring all youth in Grays Harbor have safety around water skills

MEASURABLE OUTCOME:

1. Restore School District Swim Program to pre-pandemic levels including Aberdeen, Hoquiam and Montesano School Districts for K-2 grade levels by end of 2023-24 School Year

ORGANIZATIONAL STRATEGY (3B)

Advance our culture of the best place to work and ensure staff and volunteers are ambassadors of the organization

MEASURABLE OUTCOME:

1. Activate a plan for Director and Leadership staff to intentionally work on positive culture building activities and learning once per month as a team by end of 2024

ORGANIZATIONAL STRATEGY (3C)

Ensure diversity, equity and inclusion are core to who we are and how we show up

MEASURABLE OUTCOME:

1. Create DEI steering committee, establish goals, reexamine hiring practices, provide training and evolve culture of the Y through each year of the plan

ORGANIZATIONAL STRATEGY (3D)

Expand and strengthen our philanthropic culture to better articulate and achieve impact

MEASURABLE OUTCOME:

1. Develop a system to survey impact on intentional outcomes for each signature program by end of 2024

ORGANIZATIONAL STRATEGY (3E)

Articulate our impact on and be a driver of economic development in Grays Harbor

MEASURABLE OUTCOME:

1. Develop a system to collect and establish our impact on economic development in Grays Harbor by the end of 2025

ORGANIZATIONAL STRATEGY (3F)

Evaluate current facilities/amenities and growth needs for maximum efficiency, cost controls and expansion opportunities

MEASURABLE OUTCOME:

1. Facilities and Amenities
   - Develop and establish a usage tracking and feedback measurement tool for facilities and amenities by end of 2025
   - Create a 5-year capital plan for Camp Bishop specific needs by April of 2024
   - Conduct an Investment Grade Energy Audit for facility by end of 2024

GRAYS HARBOR RESEARCH & DATA

3A 27% of K-2nd graders in Hoquiam, Montesano and Aberdeen participated in Y of GH Safety Around Water Swim Lesson Program during the school day in 2022-23.

3B Half of jobs posted for our service area were filled in 2022.

3C New YouGov polling finds that the majority of Americans, 65% think the US is more divided than usual in April of 2023.

3D 100% free and reduced lunch in Hoquiam and Aberdeen which are our primary market area. Compared to other counties in WA GH rates as one of the least healthiest for all factors.

3E 11% of those living in GH do not have a HS diploma or GED and 10% of students drop out of school.

3F By June 1, 2028 buildings of more than 50,000 sq. feet must meet performance compliance standards for the Clean Buildings Act in Washington State.

STRATEGIC PRIORITY 4

Engage and develop staff and volunteers to ensure sustainability and growth

ORGANIZATIONAL STRATEGIES & MEASURABLE OUTCOMES

ORGANIZATIONAL STRATEGY (4A)

Develop a culture that makes the Y a preferred employer by articulating the benefits of Y employment and careers

MEASURABLE OUTCOME:

1. Produce materials that detail the specific benefits of working for the Y
   - Produce videos to be used in employee recruiting by August 2024
   - Produce video to be used in NEO by August 2024
   - Produce annual benefit summaries for all staff by February 2024

ORGANIZATIONAL STRATEGY (4B)

Identify opportunities for workforce development programs in-house and with partners

MEASURABLE OUTCOME:

1. Produce curriculum for one employment pathway at the Y to partner with a local school district to receive high school credits and Y certification for a paid position by end of school year 2023-24

ORGANIZATIONAL STRATEGY (4C)

Celebrate achievements that integrate staff milestones and success

MEASURABLE OUTCOME:

1. Establish and launch an Employee Recognition Action Plan with measurable outcomes and timelines by end of 2024

ORGANIZATIONAL STRATEGY (4D)

Ensure leadership including, board and staff, and services are representative of the communities we serve

MEASURABLE OUTCOME:

1. Create a measurement tool and dashboard to assess community demographics vs staff and volunteer demographics by end of year 2024

ORGANIZATIONAL STRATEGY (4E)

Expand staff and volunteer training and leadership development opportunities

MEASURABLE OUTCOME:

1. Develop and activate individual staff training plans for director, policy volunteers and key leadership staff by March 2024

ORGANIZATIONAL STRATEGY (4F)

Develop and implement comprehensive communications and marketing plan to recruit, hire and train new staff

MEASURABLE OUTCOME:

1. Establish SOPs for consistency across all departments
   - Employee recruitment by end of 2023
   - Employee onboarding by end of 2023
   - New employee training by end of 2023

GRAYS HARBOR RESEARCH & DATA

4A Half of jobs posted for our service area were filled in 2022. Additionally, 94% of Y staff stated that their job provides them with a sense of meaning and purpose.

4B Half of jobs posted for our service area were filled in 2022. 22% of the population in GH are youth. 10% drop out rate for HS graduates in GH.

4C 70% of staff at the Y stated that the Y makes appropriate efforts to retain and promote high-performing employees.

4D No dashboard on DEI. Demographics of GH.

4E 70% of staff at the Y stated that the Y makes appropriate efforts to retain and promote high-performing employees.

4F Half of jobs posted for our service area were filled in 2022. Additionally, 94% of Y staff stated that their job provides them with a sense of meaning and purpose.

Driven by the YMCA of Grays Harbor Board of Directors and CEO, two groups were formed; the Strategic Planning Committee and the Staff Strategic Planning Committee. Over the course of the coming months, the Committees were tasked with collecting community data, stakeholder feedback, evaluating services, researching trends, and creating a Strategic Plan to guide the YMCA of Grays Harbor into the future.

YMCA of Grays Harbor Board

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General Manager / Treasurer
KD&S Environmental

Brock Maxfield (Secretary)
Principal
Hoquiam High School

Dean Bryon
CEO
Timberland Bank

Jill Smith
Board Volunteer
Grays Harbor College Foundation

Erik Larson
Senior Process Engineer
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Jennifer Durney
Business Insurance Agent
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Leonard Barnes (Vice President)
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Port of Grays Harbor

Jonathan Gozart (Treasurer)
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1st Security Bank

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Central Park Elementary School

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Grays Harbor County

Arlene Torgerson
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Vice President
D.A. Davidson & Co

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Treasurer
Quinault Indian Nation

Strategic Planning Committee

Kenneth Albert
Treasurer
Grays Harbor County

Brock Maxfield
Principal
Hoquiam High School

Franzine Potts
Chief Executive Officer (CEO)
YMCA of Grays Harbor

Leonard Barnes
Deputy Executive Director
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Jennifer Durney
Business Insurance Agent
Durney Insurance, Inc

Dan Brown
Chief Operating Officer (COO)
YMCA of Grays Harbor

Pat Oleachea
Managing Broker
Windermere Real Estate

Josh Steele
Financial Advisor
Edward Jones

Leslie Goings
Dir. of HR & Community Engagement
YMCA of Grays Harbor

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Tracy Noga
Health & Wellness Director
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Dan Weber
Director of Camp Facilities
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Chief Operating Officer (COO)
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Keith Lile
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Tamar Yakovich
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