

ENRICHING OUR IMPACT



FOR YOUTH DEVELOPMENT®
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY



Strategic Plan 2017–2019
HARRISON FAMILY YMCA
(Rocky Mount Family YMCA, Inc.)

WHO WE ARE AND WHERE WE'RE HEADED

Volunteers, key staff and community leaders joined together in conversation to develop this **strategic plan** to ensure we are relevant and impacting our community in ways that matter in nurturing the potential of children, improving health and well-being, and giving back to our community. This document will summarize and outline who we are, where we are headed and how we will **enrich the impact** already being made by the Y within our community.

After this Strategic Plan was developed and presented to the Board of Directors, they were then asked **what our future looked like** in their opinion. THIS is where we're headed...

collaboration
engaged
inclusive
powerful
successful
strategic
impactful
bright
hopeful
wonderful
community
exciting
optimistic
promising
allowing



OUR FOUNDATION

The Y's mission is our reason for being, and the Y's cause is our mission in action—a promise to do everything in our power to inspire the common good and make life better for individuals, families and communities. The Harrison Family YMCA is dedicated to building healthy, confident, secure and connected children, families and communities. We've made a difference in people's lives from 1911 when the Rocky Mount, Atlantic Coast Line Railroad YMCA was opened and began offering an overnight dormitory for hot meals and showers to Railroad employees. That difference grew throughout the years that ultimately lead to the opening of our current facility in 2005. Today we continue to support our members and community by having state of the art equipment, instructors, staff and programs available to serve our community. Our Y is guided by our mission, identity, impact and **strives to deliver transformative responses to community needs** in our service area of Nash and Edgecombe Counties. We are joined with other Ys in making a difference across America—from small towns to the largest cities. We will continue doing what matters most for years to come. As our communities', members' and families' needs and expectations change, we are also making meaningful positive changes.

OUR MISSION:

"To put Christian principles into practice to improve the quality of life in our communities with programs and services that strengthen the spirit, mind and body for all."

OUR IMPACT:

We desire to Inspire and Motivate People through our Actions, Compassion, and Teamwork (IMPACT), as we work together with civic organizations in our diverse community to provide opportunities and guidance to promote healthy lifestyles.

OUR STRATEGIC ADVANTAGES

The following traits capitalize on our unique assets and outstanding execution

- **Leveraging of national brand platform**
- **Positioned as a one stop family services center with something for everyone**
- **Christian-based mission, inclusive, open and accessible to all, offering financial assistance**
- **A comprehensive, safe, clean and state-of-the-art facility staffed and programmed like no other**
- **Strong emotional connection in nurturing relationships to build community support**



OUR BIG QUESTIONS

Considering our prior operating plans, YUSA data, current community trends, organizational capacity, volunteer assessment & feedback, staff input and our identity, the following big questions were developed and we believe they are reflective of the most pressing central themes being addressed in this strategic plan using our frames for action as the backdrop for reaching our full potential:

- How does the Y become the bridge to connect the entire community?
- How do we grow our financial resources?
- How do we provide services to all?
- How do we grow our resources of staff and stakeholders?
- **"How do we best serve our entire community to ensure our impact?"**



OUR STRATEGIC GOALS

Grow contributed revenue and community support in order to serve more people

- Diversify annual campaign structure that includes a community presentation component to better engage members and volunteers, in order to educate the community.



Raise visibility and enhance public understanding to grow enrollments and serve more of our population

- Strengthen external communication messaging by developing and executing a very specific and targeted marketing plan, including promotion and education of our cause.
- Build a collaborative network of strategic community partners to work together on new program efforts that help address critical issues.



Increase opportunities for all people to access Y programs and services that deepen the impact of our cause and increase participation

- Comprehensively review and analyze all available community need assessments so that we can develop an updated program model for matching offerings to needs.



YOUTH DEVELOPMENT

Nurturing the Potential of every child and teen

Our Priority

Execute a holistic approach to personal growth in our youth-serving programs to demonstrate improvement in life skills and academic proficiency.

Critical Issue

Growing numbers of disadvantaged youth.

Desired Outcome

Youth in Y programs demonstrate improvement in the skills needed for successful living.

HEALTHY LIVING

Improving the community's health and well-being

Our Priority

Equip and encourage individuals to pursue sustainable healthy lifestyles by taking a balanced approach to total wellness.

Critical Issue

High rates of chronic disease and obesity in youth and adults.

Desired Outcome

The healthy choice is the easier, accessible and affordable choice.

SOCIAL RESPONSIBILITY

Giving back and providing support to our neighbors

Our Priority

To model principles of diversity in convening and collaborating to develop local solutions that address key issues facing our community.

Critical Issue

Gaps in the community with involvement and civic engagement.

Desired Outcome

We will convene and collaborate with other organizations to develop local solutions that address key issues.



We look forward to the direction of our future, as we begin

ENRICHING OUR IMPACT

Our Strategic Planning Committee

Volunteer Members

Elaine Weisner, Strategic Planning Chair

Mary Gibson, Strategic Planning Co-Chair

Michele Cherry

Gerald Batts

Ronald Elkins

Staff Serving Members

Jacquelyn Price, Chief Executive Officer

Alyssa Matthews, Marketing and Development Director

Stephanie Webb, Executive Assistant

Elizabeth Lord, Membership and Engagement Director

Building on our history, mission and principles, this plan will allow us to leverage our current strategic advantages and engage the community with the priorities addressed. This plan has the full and enthusiastic support of the Harrison Family YMCA (Rocky Mount Family YMCA, Inc.) Board of Directors. Thank You to the committee as their leadership and dedication made this plan possible. Now it is a matter of all of us, working together, to realize the promise of our mission and cause.



Elaine Weisner

Strategic Planning Chair



Jacquelyn Price

Chief Executive Officer



Michele Cherry

Board Chair