

the

YMCA



MOVING OUR MISSION FORWARD

South Wood County YMCA
2022-2024 STRATEGIC PLAN

OUR MISSION



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

OUR CAUSE



The Y is a powerful association of men, women, and children of all ages and from all walks of life joined together by a shared passion: to **STRENGTHEN THE FOUNDATIONS OF COMMUNITY.**

OUR IMPACT



We are a cornerstone for empowering individuals and families from all backgrounds and at all stages of life to learn, thrive and improve their spiritual, mental and physical well-being.

OUR AREAS OF FOCUS



Youth Development
Healthy Living
Social Responsibility

OUR VALUES



Caring
Honesty
Respect
Responsibility

Our Strategic Plan, **MOVING OUR MISSION FORWARD**, represents our future promise of hope, health and high standards.

It will serve as a guide for our decision-making; providing the foundation for exceptional progress and directing our good work over the next three years.

The priorities and initiatives in this plan reinforce our commitment to deliver quality programs and essential services. This plan ensures children are on track for a successful future, individuals and families are improving their health and well-being, and the communities we serve are stronger as a whole.

STRATEGIC PRIORITIES

2022–2024



The Y will maximize its built, financial, human, social and political capital to address community needs.



The Y will provide an environment that supports a comprehensive holistic approach to the physical, mental and spiritual well-being for all individuals.



The Y will foster and build a community that inspires hope to those we serve.



The Y will continue to build community-driven collaborations for the purpose of strengthening our community.





STRATEGIC PRIORITY

The Y will maximize its built, financial, human, social and political capital to address community needs.

HUMAN CAPITAL

- Recruit, attract, and retain a highly competent team of staff and board who are deeply engaged in the Y and our cause.
- Assess the culture and needs of the organization and act purposefully to prepare our work environment to support community needs and strategic objectives.
- Build capacity of staff talent through assessment of structure and competencies, training, development, recognition and recruitment practices.

FINANCIAL CAPITAL

- Assess the Y's membership and program delivery models and resources in order to develop a plan to ensure the long-term financial stability and mission work of the organization.
- Leverage technologies and tools to be more effective and efficient in the way we work and engage others.
- Improve net margin annually.

BUILT CAPITAL

- Complete a capital asset study on the Port Edwards Center for the determination of the long term programming and purpose of the facility.
- Successfully implement a capital development plan for Camp Alexander that expands its programming and services.
- Establish and utilize a facility matrix for evaluating existing and future facility expansion.

SOCIAL CAPITAL

- Create clear, simple and compelling messaging that highlights the Y's impact in addressing the needs of the community.
- Professionalize philanthropy by educating staff and volunteers on best practices, emerging trends and organization impact.
- Increase community awareness of the Y's charitable accomplishments, community benefit and impactful work.



STRATEGIC PRIORITY

The Y will provide an environment that supports a comprehensive holistic approach to the physical, mental and spiritual well-being for all individuals.



Implement new evidence-based strategies, programs and services to improve the mental and physical health of individuals.



Develop and enhance existing Y programming that addresses the individual social determinants of health by leveraging the Y's Healthy Living Framework.



Expand and implement new youth health and wellness opportunities.



Improve academic proficiency for children enrolled in Y programs and services.

Physical activity decreased among Wood County high school students from 65% to 46% from 2012 to 2016.

—Wood County CHA and CHIP 2017





STRATEGIC PRIORITY

The Y will foster and build a community that inspires hope to those we serve.



Leverage the Y's ability to serve the entire family by developing programming that fosters deeper family involvement and engagement.



Implement evidence based parenting programs aimed at supporting families and youth.



Implement a model of regularly held social gatherings for members and nonmembers that fosters greater connection and community engagement.

In a study done in October, 2020, about **36%** of Americans reported feeling “**serious loneliness**”, an increase of 11% from the year prior.

—[Loneliness in America](#) report by Harvard University





STRATEGIC PRIORITY

The Y will continue to build community-driven collaborations for the purpose of strengthening our community.



Identify new collaborative opportunities for growth to meet community needs and strengthen the overall organization.



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



Create equity centers for vital services and programs.

33% of Wood County residents and **43%** of Adams County residents are living either below the **ALICE Household Survival Budget*** or the Federal Poverty Level.

–United Way’s 2020– Alice in Wisconsin Report

* The ALICE Household Survival Budget is the bare minimum cost of household basics necessary to live and work in the modern economy

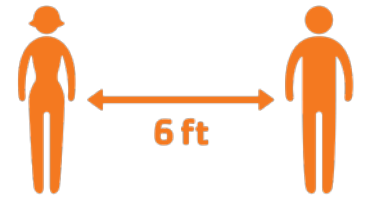


OUR RESEARCH

Our steering committee came together to identify key stakeholders to complete a community needs assessment. Input was gathered from various groups that included YMCA members, volunteers, staff and over 40 community leaders representing all business sectors. In addition we used data from various sources including Wood County Public Health, Community Health Rankings, Census and YUSA national data. Many themes emerged.

These are the community concerns that were identified:

- Impact of **COVID -19** and its exacerbation of existing community needs
- Widening gap of the **Social Determinants of Health (SDOH)**
- Recruiting and retaining a strong **workforce**
- Increased need for **mental health** resources
- Rise in **chronic diseases** in Wood and Adams Counties
- Increase in **alcohol & substance abuse**, including vaping & tobacco use
- Increased need for **quality and affordable childcare**
- Low **quality of life** indicators
- Limited resources available for the **changing community demographics**
- Median **household income** has seen continual decline since 2000
- Erosion of **social and emotional skills** in youth and young adults
- Lack of **community culture** and feel
- Increased gap in **parenting skills**
- Limited resources to meet the needs of **changing family structures**
- **Poverty**



As part of the process, we identified our Strategic Advantages:

- Our unique **ability to serve diverse individuals and families** with an intergenerational approach
- Our **welcoming and inclusive culture**
- Our **geographic reach** across the region
- Our breadth and depth of our **collaborative partners**
- Our brand recognition and **organizational history**
- Our respected **board of directors and staff team**
- Our **focus on family**
- Our connection to a **national movement**

STRATEGY SCREEN

- Is it consistent with the mission, purpose and impact statement of our organization?
- Is it financially viable and sustainable over time?
- Is it able to show measurable impact?
- Do we have the skills and competencies to deliver high quality services?
- Do we have the functional expertise to be great?
- Is there a potential collaborative partner to make this opportunity even greater?
- Does it meet a true, documented community need?
- How does it affect the Y's perception in the community?
- Is it unique to the YMCA? (Not a duplication of existing services)
- Is it adaptable?
- Can we do it in a safe way?
- Does evidence / data exist that there is a need?
- Can we leverage technology to address the need?

ASSOCIATION BOARD OF DIRECTORS

Luke Weiland - Chief Volunteer Officer
Rick Rustad - Vice Chief Volunteer Officer
Justin Huebner - Treasurer
Tim Birkhauser - Secretary

Lauren Arendt
Sheriff Shawn Becker
Luke Bord
Jon Byom
Kristen Henslin
Keith Johnson
Michael Kirschling
Dr. Shelly Mondeik
Kristie Rauter-Egge
Chris Stines
JoAnn Lester - Emeritus

STRATEGIC PLANNING COMMITTEE MEMBERS

Jon Agnew
Tim Birkhauser
Keith Johnson
Michael Kirschling
Kristie Rauter-Egge
Bret Salscheider
Chris Stines



FOR YOUTH DEVELOPMENT®
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY



JOHN E ALEXANDER SOUTH WOOD COUNTY YMCA

J: Wisconsin Rapids YMCA Center

601 W Grand Ave, Wisconsin Rapids, WI 54495

P: Port Edwards YMCA Center

211 Wisconsin River Dr, Port Edwards, WI 54469

C: Camp Alexander

1053 Camp Rd, Wisconsin Rapids, WI 54494

A: Adams YMCA Aspirus Health Center

393 N Pine St, Adams, WI 53910