



**FOR YOUTH DEVELOPMENT®  
FOR HEALTHY LIVING  
FOR SOCIAL RESPONSIBILITY**

# **STRENGTHENING OUR COMMUNITY**

**YMCA of the Greater TRI-VALLEY,**

**2015**



**We are passionate about providing a lifelong positive impact for all we serve through programs centered on youth development, healthy living, and social responsibility.**

# OUR Y, OUR MOVEMENT, OUR COMMUNITY IMPACT

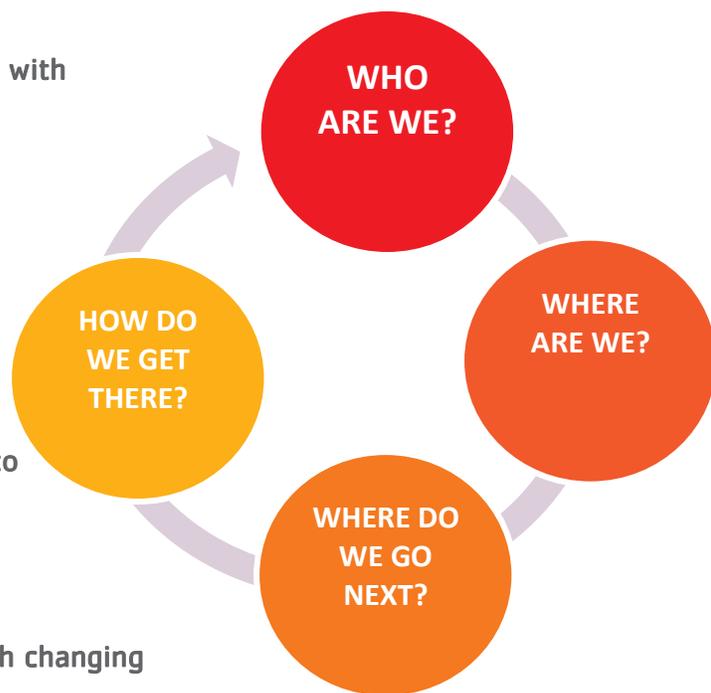
We care about community. We've made a difference in people's lives for decades. We do it here, and we are joined with other Ys in making a difference across America—from small towns to the largest cities. We will continue doing what matters most for years to come. As our community, members' and families' needs and expectations change, we are also making meaningful positive changes.

Our board, key staff and communities in conversation to development this strategy roadmap 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.

We asked ourselves these four questions, and connected with members and community to develop our best answers.

We will enhance our programs and service to allow us to respond to the following issues that are important to strengthening the Tri-Valley community:

1. Erosion in social-emotional development leading to Negative youth behaviors
2. High rates of chronic disease and obesity
3. Community support systems not keeping pace with changing demographics and family structures



## WE KNOW OURSELVES & OUR COMMUNITY

- ***Our mission***  
***To put Christian principles into practice through programs that build healthy spirit, mind and body for all***
- ***Our impact***  
***We believe in providing a lifelong positive impact for all we serve through programs and services centered on youth development, healthy living, and social responsibility***
- ***We serve***  
***Health seekers, people in need of School Age Child Care, Teens, Seniors, Families, and People with Disabilities***
- ***Our service area***  
***Rome, Oneida, New Hartford and surrounding communities***
- ***Our programs/services***  
***Community Partnerships, Fitness & Wellness, Arts & Humanities, Aquatics, Before and After School programs, Youth & Teen programs and Senior programs***
- ***Our source of funding***  
***Membership & Program Revenue, Contributed Support, Grants, and Strategic Partnerships***



## THE TRENDS THAT AFFECT OUR WORK MOST ARE....

Category	Trend
<b>Within our Y</b>	<p>Our Rome membership numbers are dropping, as the facility is aging. With three pools, the expenses are significant, even with all of the energy efficiency improvements we have made. We have low-cost competition in both Rome and Oneida that create challenges. We are seeing a trend in members wanting a more personalized workout, and we see members and visitors wanting more group exercise classes. When we analyze our retention/terminations, it is clear the vast majority of our members terminate due to a lack of use, not dissatisfaction with their membership. The ongoing challenge is to keep them coming and find value year-round. We have awarded much more financial aid to date this year, than in year's past. We are in line to award nearly \$200,000 this year, up \$50,000 from last year. Our swimming lessons remain strong- a trend that swimming and safety has not deteriorated. We also see an increase in longevity of our seniors, creating more programming within our organization for elderly members who want more group pool exercises.</p>
<b>Within our community</b>	<p>Our communities that we serve seem to be more educated than in the past. They come in knowing what they want, rather than a doctor telling them "they need to get in shape." The Casino is our largest employer, with 5,000 employees. We have a small population who are members because of the many benefits they receive through the Casino (pool, weight room, and spa). The second largest employers are the two hospitals, where we have good partnerships. We continue to learn from the public that they do not know of our non-profit status. The educational piece to our development has been beneficial. In Rome, we see many single-parent families and we see a rising Hispanic population. In Oneida, we are seeing many people wanting the reciprocal agreement with Fayetteville because of the proximity. Fayetteville has limited the number of visits our members can have in their association and their adult membership rates are \$10/mo. lower than ours, creating a challenge. Our members in both branches are very seasonal- terminating in the summer and rejoining in the fall, depending on the weather. This creates cash flow problems for our organization.</p>
<b>Available financial resources for our work is</b>	<p>We believe the financial resources are there- though many funding sources are being much more critical of their awards, and awarding less dollar amounts. There is a good feeling about the Y in the community and with our donors. They are very generous and loyal to our organization. There has been a buy-out of our local banks, Rome Savings Bank, Oneida Savings Bank, and Rome Strip Steel, that will potentially affect our future support as these two businesses contributed heavily to our capital campaigns in the past. It will be critical to develop new relationships with the new entities as quickly as possible.</p>

## **Other Important Trends**

We are seeing a decline in the financial capacity of organizations in the past who previously rented our pools. They are still in need of our facilities and services, however, do not have the resources to afford usage- their lack of funding has created a lack of income for us. We are also seeing growing scholarship requests for membership and school age child care. The needs are still there, but the income is not, creating more need to raise more funds for support. We are also concerned with pricing. We are already considered a "high end" choice, even though we feel we provide significant value for the fees. But, we are concerned that we could price ourselves out of the market, given the make-up of the communities we serve.

## OUR STRATEGIC ADVANTAGES

We are who we are to our community because we do or behave in ways unlike no others in our community. Those distinguishing, valued strengths will be key to our forward movement as a Y, and they are:

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Variety of programs for the whole family something for everyone

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A mission commitment to provide financial assistance: no one is turned away due to an inability to pay.

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Welcoming to people with disabilities

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The Y's trusted national brand with long traditions and a history of innovation and forward thinking

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## OUR CRITERIA FOR MAKING STRATEGIC DECISIONS:

***Any strategy we undertake will...***

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Align with our mission and helps us meeting identified community needs

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Be financially responsible

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Utilize YUSA Best Practices

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Respond to an identified community need and is there data to support our beliefs

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Develop and strengthen our positive image in the community

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## OUR BIG QUESTION (AROUND WHICH WE HAVE SELECTED STRATEGIES)

1. How do we reach and maintain long-term financial sustainability and philanthropic support while meeting the charitable needs of the community?
2. How can we better communicate our mission impact and geographical reach to fund our charitable work?

# STRATEGIES FOR OUR WAY FORWARD

## Response to our Big Questions

**Rationale:** We've chosen these specific strategies because WE BELIEVE these approaches to our efforts to address community needs and strengthen our operations will allow our Y to reach long-term financially sustainable. These strategies align with our decision making criteria, leverage our unique strengths and focus on achieving meaningful outcomes in the areas of youth development, healthy living and social responsibility

STRATEGY	SUPPORT, COORDINATED ACTIONS	OUTCOMES/ MEASURES
Use measurable data to evaluate programs, services & community needs then respond accordingly.	Gather and analyze data from at least five different sources.  Evaluate current programs for effectiveness and financial sustainability.	Three additional programs or services will be developed based on the data.  Within three years all programs will have been evaluated.
Increase awareness throughout our communities through cause driven marketing to increase revenue and philanthropic support.	More effectively use social media.  Share the Y story throughout the community.  Have a presence at more community events.	Have multiple social media postings monthly.  Speak at one community group monthly.  Participate in 4 additional community events annually.
Increase awareness of staff and members of the Y cause.	Host a Living our Cause workshop for class.  Incorporate a Y education moment to all member programs.	There will be an increase of 10% annually of members who recognize the Y as a charity-based organization on an annual survey
Improve affordability of memberships and effectively balance added value with costs	Review our membership price categories and determine appropriateness of each	A new membership and program pricing strategy that effectively serves our financial needs while adding value for the member.

## MONITORING PROGRESS & ADJUSTING

**Our board will meet** (the last Monday of each month, and in committees on the odd-months) to update these strategies, align board roles and work, adjust as needed, and report progress.

**Our key staff will meet** weekly at the management level, and quarterly on the Key Leaders level to report progress on tasks, determine how tasks affect individual goals, revise as needed and determine next tasks.