



# STRATEGIC PLAN PROGRESS TRACKER

## ADVANCE LEADERSHIP DEVELOPMENT

- Launch a Healthy Workforce Strategy
- Implement a Y University
- Launch a Comprehensive Volunteer Recruitment and Engagement Agenda
- Build Our Boards
- Create and Reinforce a Culture that Retains Top Talent

## GROW PHILANTHROPY

- Raise \$30MM in Capital Funding by 2026
- Annual Campaign to collectively Raise \$7MM
- Brand Enhancement Campaign
- Grant Strategy to fund critical programs exceeds \$5MM Annually by 2026

## ELEVATE MEMBERSHIP EXPERIENCE

- Provide Best-in-Class Well-being Services and Programs
- Implement Comprehensive Retention and Engagement Program
- Develop and Implement Value Added Programming
- Become the Go-To Corporate Wellness Partner in Tampa Bay
- Grow the Impact of our Open Doors Program

## PREPARE YOUTH FOR SUCCESS

- Teach Drowning Prevention Skills to 10,000 Youth Annually
- Establish a Formal Youth Mental Wellness Initiative
- Financial Investment in Teen Programs
- Open Two New Licensed Preschools
- Launch an Intro to the Workforce Program

## FILL CRITICAL COMMUNITY VOIDS

- Foster Mental Wellness Throughout our Membership Community
- Activate Mobile Units to Bring Wellness to Underserved Neighborhoods
- Maximize Local Partnerships to Grow Impact
- Expand Community Health Offerings
- Become the Local Destination for our Veterans to Grow in Health & Connectedness

## ENHANCE OUR FAMILY CENTERS

- Launch Facility Efficiency Initiative
- Open New Facilities: New Wesley Chapel YMCA, New Central City YMCA, New Spurlino Gymnasium
- Develop Capital Improvement Plans for All Current Facilities
- Reinvest \$1MM in Deferred Maintenance Each Year
- Identify Location for a New East Tampa & New West Tampa YMCA
- Launch Beautification Initiative at ALL Facilities
- Launch Tampa Heights Development Project

# ADVANCE LEADERSHIP DEVELOPMENT

Recruit, engage, and retain excellent staff and volunteer leaders as part of our healthy work culture and environment, offering numerous opportunities for growth.

## PROGRESS

## KEY PROGRESS ACCOMPLISHMENTS



### Launch a Healthy Workforce Strategy

- New online Mental Health Platform with staff resources to launch on late October.
- ✓ Ongoing engagement to support staff through six (6) Employee Resource Groups (African American, Women's, Hispanic/Latino, Military, Emerging Leaders, LGBTQ+) and our GDEI Committee (Global Diversity and Inclusion).



### Implement a Y University

- ✓ Strengthened professional development opportunities by gaining free access to the LinkedIn Learning online platform, which will be strategically integrated into staff development initiatives to enhance skills, foster growth, and drive organizational excellence.



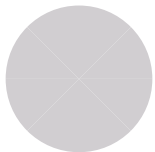
### Launch a Comprehensive Volunteer Recruitment and Engagement Agenda

- ✓ Signed MOU with Seniors in Service to formalize engaging with them to recruit volunteers, meeting with AARP in the Fall.
- ✓ Strengthened volunteer engagement by designating a full-time staff member at each location to serve as the Volunteer Champion, ensuring consistent leadership and support for volunteer initiatives across all centers.



### Build Our Boards

- ✓ The Annual Campaign kickoff meeting was held in September, and any current board vacancies are being actively filled with the support of the SVP of Community Engagement and the SVP of Mission Advancement.



### Create and Reinforce a Culture that Retains Top Talent

- We are actively evaluating our year-over-year retention numbers to identify specific areas for improvement and implement targeted strategies for enhancing retention moving forward.

# GROW PHILANTHROPY

Position the Y as a vital community resource, powerfully communicating our organizational impact for greater influence and reach.

**PROGRESS** **KEY PROGRESS ACCOMPLISHMENTS**



### Raise \$30MM in Capital Funding by 2026

- ✓ \$4.1m has been raised for the Spurlino gymnasium (Goal: \$7m).
- ✓ \$13.15m has been raised for the Wesley Chapel Family Center (Goal: \$30m).



### Annual Campaign to Collectively Raise \$7MM

- ✓ \$1.9m raised in 2024, \$142,144 to date for 2025 (officially kicked off Oct 2024) .



### Brand Enhancement Campaign

- ✓ Brand campaign “Building Communities since 1889” launched Sept 2024.
- ✓ Partnership with the Tampa Bay Lightning Patch with a Purpose was announced September 2024, bringing more awareness to the Tampa Y and overall mission with intentional engagement around growing donations.



### Grant Strategy to fund critical programs exceeds \$5MM Annually by 2026

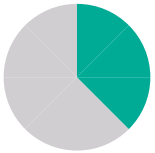
- Acquiring a software system for grants (October 2024) .

# ELEVATE THE MEMBERSHIP EXPERIENCE

Strengthen connectedness and engagement of our members, helping all feel included and part of the Y.

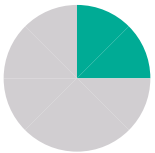
## PROGRESS

## KEY PROGRESS ACCOMPLISHMENTS



### Provide Best-In Class Well-being Services and Programs

- ✓ Currently 39% of memberships have been members for 24 months or longer (an increase of 2% since May).
- ✓ NPS is currently at 80%.



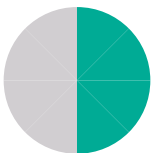
### Implement a Comprehensive Member Retention and Engagement Program

- ✓ Wellness challenges implemented (i.e. Olympics).
- ✓ Family activity Center calendars launched on website.



### Develop and Implement Value Added Programming

- ✓ MVP (Member Value Proposition) programming has been implemented at all YMCA Centers. MPV programs are being added weekly.



### Become the Go-To Corporate Wellness Partner in Tampa Bay

- ✓ Currently have 3,576 Corporate Partner households, an increase of 8% since May, accounting for 15.1% of our total memberships.
- ✓ Created an Activation Team to attend corporate events.



### Grow the Impact of our Open Doors Program

- Created initial draft of a Testimonial Wall, which will be utilized to share impactful stories pictures, etc. that show the need and result of the YMCA financial assistance program.

# PREPARE YOUTH FOR SUCCESS

Enhance programming to meet critical community needs, with a special focus on mental well-being, drowning prevention, and programming to position youth for success in all stages of life.

## PROGRESS

## KEY PROGRESS ACCOMPLISHMENTS



### Teach Drowning Prevention Skills to 10,000 Youth Annually

- ✓ 3,948 have been served in Drowning Prevention programs.
- ✓ 300 adaptive private lessons were provided.



### Establish a Formal Youth Mental Wellness Initiative

- ✓ Offered Mental Health First Aid Spring/Summer.



### Financial Investment in Teen Programs

- ✓ Received a \$20,000 grant to support re-launching the Youth in Government program at three Centers (BS, NB, ST).
- Applying for Boys and Young Men of Color (BYMOC).



### Open Two New Licensed Preschools

- ✓ Preschools opened at two locations in August (Central City and Bob Sierra).
- ✓ We have been approved to offer School Readiness at both locations to support families.



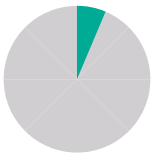
### Launch an Intro to the Workforce Program

- ✓ The Teen Achievers Director is hired and in place.
- ✓ Enrolling now Teen Achievers at four sites (SSPK8, Blake HS, Middleton HS, location in 33604).
- Currently exploring a partnership with HCPS AVID program.
- ✓ Elevated Executive Director of Base who will support overall development of youth workforce programming.

# FILL CRITICAL COMMUNITY NEEDS

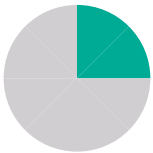
Focus on increasing outreach to diverse communities to serve every zip code, ensuring the Y is prepared for growth, maintains excellence, and remain relevant to the neighborhoods we serve.

## PROGRESS KEY PROGRESS ACCOMPLISHMENTS



### Foster Mental Wellness Throughout our Membership Community

- Launch Mental Health resource page in Fall of 2024.



### Activate Mobile Units to Bring Wellness to Underserved Neighborhoods

- ✓ VVPRX (Veggie Van Food Prescription) program officially launched at TGH, operating at JCC.
- “Y on the Fly” branding is in development.



### Maximize Local Partnerships to Grow Impact

- Currently in conversations with local healthcare providers to bring wellness/healthy living programming to our YMCA Centers.



### Expand Community Health Offerings

- ✓ Established partnership with XP Health, providing glasses to children in need. The program launched at the Sulphur Springs YMCA and will look to expand in the Spring of 2025.
- ✓ The Thrivers (pediatric cancer survivor) program launched in September at two locations.



### Become the Local Destination for our Veterans to Grow in Health & Connectedness

- ✓ Operation Strong Family is funded (CBHC) to serve active military families in stress management, wellness and provide additional sense of community.
- ✓ The Associate Program Director for Military Family Programs and Engagement has been hired and will lead several military program initiatives.

# ENHANCE OUR FAMILY CENTERS

Expand and evolve our facility assets through renovations, upgrades, and new facilities to best meet the needs of Tampa’s growing and changing population.

## PROGRESS KEY PROGRESS ACCOMPLISHMENTS



**Launch Facility Efficiency Initiative**



**Open New Facilities**

✓ Wesley Chapel has begun the permitting process.



**Develop Capital Improvement Plan for All Current Facilities**



**Reinvest \$1MM in Deferred Maintenance Each Year**

- ✓ \$1,538,445 reinvested
  - \$600,000 in major repairs (i.e. roofing, HVAC)
  - \$323,000 in fixtures, furniture and equipment



**Identify Location for a New East Tampa & New West Tampa YMCA**



**Launch Beautification Initiative at ALL Facilities**

✓ Site Visits are set to be completed end of November with comprehensive report by Dec 15th of needed improvements.



**Launch Tampa Heights Development Project**

✓ Central City/AO development has received final approval from Tampa City Council.