



FOR YOUTH DEVELOPMENT®
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY

IMPACT 2020

Vision Statement:

Impacting over 350,000 Central Marylanders, the Y will provide bold leadership in advancing a holistic approach to well-being that strengthens the community's commitment to healthy living, youth development and social responsibility. We will actively engage the community to measurably improve well-being and the value of the Y in the lives of families, individuals and communities throughout Central Maryland.

IMPACT 2020 is the culmination of a volunteer-led, yearlong strategic planning exercise. Throughout this process, which included dozens of conversations with stakeholders and extensive market research, the Y of Central Maryland (YCM) had the goal of determining the best possible strategy for maximizing its community impact in our three focus areas, **Youth Development, Healthy Living and Social Responsibility**. This approach helped us confirm three tenets for our work over the next five years. These tenets are:

- Early childhood education, **youth development** and closing the achievement gap are **investments** in a strong tomorrow
- **Healthy living** and well-being, beyond fitness and nutrition, are **investments** in a thriving community
- **Social responsibility** is an **investment** in quality of life and the sense of belonging for individuals, organizations and communities

Over the past seven years, the YCM has worked steadily to build an organization that is well positioned to provide strong health and wellness and youth development services to Central Marylanders. However, we continue to see that healthy living, success in school and life and community engagement varies widely based on access to programs and services. Working with communities in Central Maryland, we see people striving to achieve well-being in their lives, and to engage and belong. Our existing footprint of family center Ys, youth development sites and enrichment programs reaching over 10% of the population will allow the YCM to be that community hub.

In our work, we continued to see less physical activity, poor food choices and a rise in childhood obesity and chronic disease. Medical research clearly shows how these conditions contribute to a rise in chronic disease. We believe that the YCM has a unique opportunity to redefine healthy living beyond fitness and nutrition to deliver holistic well-being to individuals, families, seniors and health seekers, thereby helping to reduce obesity and chronic disease.

We heard from families who are seeking a safe and engaging place for their children. Families want programs and services for their children that offer whole child development, physical activities, academic support and enrichment. Families are looking for a partner to guide and support them as they navigate the complexities of parenting and their busy lives. And despite best efforts from educators and many others, the achievement gap continues to

persist, preventing too many children from achieving their fullest potential. YCM Head Start, Preschool, Summer Camp and Before and After School Enrichment programs can be that resource for children and families. We are a strong complement to our academic partners and parents in reducing the achievement gap. In fact, our mission requires us to work to this end.

We also saw the strides made by healthy communities when their citizens felt engaged and invested. Community members, especially millennials and seniors, are eager to invest in local communities and are searching for a sense of belonging and a purpose larger than themselves. The YCM has a role to play as a convener for social responsibility, community engagement and investment.

EARLY CHILDHOOD EDUCATION, YOUTH DEVELOPMENT AND CLOSING THE ACHIEVEMENT GAP ARE INVESTMENTS in A STRONGER TOMORROW

Maryland consistently receives high marks for academic quality and performance when compared to other states. However, it also has one of the most dramatic achievement gaps, as its disadvantaged students (who live primarily in poorer neighborhoods) continue to lag far behind their more affluent peers. From a very young age, underserved children are arriving at school without the preparation, and social and cognitive skills needed to achieve in the school setting. This deficiency only widens over time, resulting in 96% of the state's highest income students graduating from high school compared to an unacceptably low 63% of students in the lowest economic quartile graduating.

Avoidable shortfalls in academic achievement impose heavy consequences including lower earnings, poor health and higher rates of incarceration. The achievement gap has far reaching implications on the health and well-being of individuals and our communities. As the largest provider of early childhood programs in the region, the YCM will continue to ensure its Y Preschool and Y Head Start children are fully ready for kindergarten, regardless of income. An increasingly diverse population introduces cultural challenges which require additional skills and resources to ensure school readiness and grade-level competencies.

Social and emotional well-being, as well as cognitive development, are essential skills and determinants of success later in life. In today's academic setting, much emphasis is placed on mastering academic concepts, accountability and test performance. There is little time to deliver a rich curriculum as well as enrichment activities that foster whole child development. The YCM touches so many children and youth in its quality pre-school, camp, before and after school enrichment activities, sports and exercise programs. This reach provides an opportunity to focus on well-being, which is at the core of whole child development. Our programs are a perfect complement to our school partners. We also create a welcoming environment to encourage, guide and support parental involvement, which is critical to long term success.

Almost 5,000 children living at or below the federal poverty level received grant or Y financial aid needed to participate in Y youth development programs. Without that financial

support, most of these children would not be able to participate in Y programs that keep them healthy, safe, better prepared to succeed, and connected to responsible, caring adults. Giving every child a fair chance through youth development scholarships and financial aid is at the heart of our Y mission. We will work to increase awareness and understanding of the critical value of Y Youth Development programs and to meet the growing demands of underserved children and youth. It is our hope that, through heightened awareness of the work we do to help these children and families achieve success in school and in life, the Y will engage more support for our philanthropic efforts through volunteerism, partnerships and donations.

Youth Development - Strategy I

The Y will reach over 140,000 children and youth with experiences that positively impact well-being, stronger family engagement and more effective whole child development.

➤ **Goals:**

- Improve our ability to actively engage families in their children's development and well-being.
- Establish and measure core outcomes for each age group of children that it serves.
- Significantly increase awareness of Y Youth Development programs and our impact on children, youth and families in the region.

➤ **Metrics:**

➤ **Number Served:**

- Benchmark the number of children served annually over five years

➤ **Well-being & Whole Child** (develop a tool to measure):

- Sense of well-being
- Whole child development
- Progress by defined age groups
- Satisfaction with YD programs

➤ **Family Engagement:**

- Ability of Y to impact stronger family engagement across all youth touch points

Youth Development - Strategy II

The Y will partner with schools, families and community organizations to narrow the achievement gap and to help every child and youth with whom we work succeed in school and life.

➤ **Goals:**

- Increase the level of school readiness of low income children whom we serve in our Early Childhood programs.
- Expand efforts to reach at-risk youth and provide meaningful Out of School Time programming that helps maintain grade level competencies and reduces the risk of falling behind academically and socially.

➤ **Metrics:**

➤ **Early Childhood:**

- Measure school readiness for Head Start and Y Preschool children receiving financial aid
- **All YD Programs:**
 - Track number of under-served youth and families served through grant funding and scholarships across all youth development touch points
- **School Age Children:**
 - Measure effectiveness and progress across all youth programs tailoring appropriate metrics to each program:
 - Attendance, behavior, grade level achievement, recidivism, etc.

HEALTH AND WELL-BEING, BEYOND FITNESS AND NUTRITION, ARE INVESTMENTS IN A THRIVING COMMUNITY

The healthcare industry is experiencing its most significant change in decades. Hospitals in Maryland are responding to the Affordable Care Act and other federal regulations by recognizing the need to develop and implement a comprehensive approach to primary care, patient centered medical homes and community health. One way for health care organizations to achieve this is to establish effective partnerships with local community assets like the YCM. The ability for a health care system to reduce costs and address the social determinants of health are greatly enhanced when it is well integrated with the resources available in the broader community where people live, learn, work and play.

We believe strongly that improving health outcomes is an investment in the future. Many chronic diseases are preventable with early intervention and education regarding physical activity, nutrition education and access to care. The YCM is well positioned to partner with health care providers in the region to help support behaviors and provide education to improve health and fitness metrics that affect lifestyle change and reduce the risk of chronic disease. Together, we can make a difference in the health and well-being of thousands of Marylanders.

The YCM is uniquely positioned to help people achieve and maintain a healthy weight; failure to do so being a precursor to so many chronic diseases. Leveraging our family center Ys, youth development and partner sites, we can deliver education, programs and partnerships to address the health crisis of overweight and obesity affecting over 60% of the population in Maryland and across the U. S.

The data clearly demonstrate that significant health disparities exist across the state and region. Too often, race and zip code are determining one's lifespan and quality of life. This requires innovative, culturally appropriate solutions. The YCM will anticipate the growing demands of our increasingly diverse community and focus on solutions that address specific needs and reduce health disparities.

Finally, we believe that well-being is essential for the complete health and wellness of individuals and communities. This broader definition of well-being is helpful as it allows for a holistic view which is necessary for comprehensive, sustainable change and impact for individuals, families, seniors and health seekers. Well-being focuses on the whole person, regardless of age. It speaks to the importance of staying active, continuing to learn, feeling connected, giving back, taking responsibility, creating a safe and nourishing environment, leading a purposeful and meaningful life, being respectful and relating effectively to others and your community. Well-being is a core principle that drives strategies throughout IMPACT 2020.

Healthy Living - Strategy I

The YCM will collaborate with like-minded partners in the region to promote a healthy lifestyle, with a focus on helping people achieve and maintain a healthy weight.

Goals:

- Collaborate with like-minded partners to provide guidance and education, screenings and seminars to help people understand how to take responsibility for a healthy lifestyle.
- Collaborate with like-minded partners to provide prevention services, programs and education to decrease the onset of chronic disease, improve the quality of life for individuals, and assist health care partners in reducing preventable admissions, decreasing readmissions and lowering the cost of treatment.
- Be intentional in understanding and addressing the opportunities associated with the health of kids, families, seniors and health seekers.

Metrics:

- **Healthy Weight:**
 - Track pre/post health and fitness data of voluntary Y participants based on a Y designed health and well-being program, and industry-wide health metrics (selected fitness and attitudinal data)
 - Track percentage of seniors, families, health seekers we reach in Central Maryland
- **Like Minded-Partners:**
 - Track partner representation, reach, impact and satisfaction across key categories and all geographies in CM

Healthy Living - Strategy II

The YCM will define healthy living to be more than fitness and nutrition and create experiences that impact all the dimensions of well-being, wherever people engage with the Y.

Goals:

- Reposition the Y, and all its programs, as the place where people get centered through meaningful engagement and a clear focus on well-being for themselves and their family.

- The Y will extend its reach in Central Maryland by opening new Y family centers, expanding existing Y family centers, increasing Y Youth Development sites and community programs.

Metrics:

- **Well-being:**
 - Evaluate employees' understanding and implementation of well-being in their daily jobs
 - Measure people's experiences with the Y based on well-being
- **Expansion:**
 - Establish and track annual growth against the goal of serving 350,000 people in Central Maryland by 2020

SOCIAL RESPONSIBILITY IS THE *INVESTMENT IN QUALITY OF LIFE AND THE SENSE OF BELONGING FOR INDIVIDUALS, ORGANIZATIONS AND COMMUNITIES*

IMPACT 2020 challenges the Y to extend our impact into the broader community by leveraging our presence in those communities and our growing number of partnerships. We will convene and create opportunities for involvement and investment in the collective needs of our communities with volunteers, projects and increased in-kind and financial support. This ability to positively affect individuals and our community will define our impact.

Social science research tells us that, deep down, all of us desire a sense of belonging and look for ways to be part of a broader, more diversified and inclusive community. As life has become more complicated and fragmented, and as neighborhoods become more homogenous from a socio-economic standpoint, this pursuit eludes many. The YCM has a large geographic footprint and we are challenged to move from being "in" the community to becoming "part" of the community. We will focus on being one of the key resources in the region for individuals and communities to fulfill personal and collective needs and goals. We will also be intentional about our impact to ensure that we are helping to create measurable, positive change.

In order to address the systemic issues around our advocating on behalf of healthy living, youth development and social responsibility, the YCM will take an active role in addressing relevant public policies and regulations. We have a wealth of expertise and strong partnerships that will allow us to responsibly lend our voice to advocate on issues that are important to our work and mission while maintaining a non-partisan political position.

Social Responsibility - Strategy I

The Y will redefine membership to promote a more inclusive, diverse and healthy community to enhance the well-being of Y participants and the community at large.

Goals:

- Redefine the membership experience so that everyone we reach has a sense of belonging *to the Y Community*, regardless of program or site.
- Connect and engage a broader cross section of people by bringing the YCM's assets and resources to the community in a more accessible, comprehensive way.

Metrics:

- **Belonging:**
 - Measure perception of “belonging” for all members, employees, program participants and volunteers
- **Inclusion and Diversity:**
 - Track/increase percentage of people receiving financial aid across all areas
 - Track the number of people, members and non-members, the Y reaches through community outreach events
- **Community Impact:**
 - Enhance the “Better Place” score
 - The Y makes my community a better place

Social Responsibility - Strategy II

The Y will actively engage with the community and other organizations to drive higher levels of civic engagement and community investment.

Goals:

- Become the platform of choice to dramatically increase the number of opportunities for people of all ages to engage in meaningful volunteer work.
- Significantly increase the funds raised to support the Y’s work with low income families and youth to achieve its strategy.
- Responsibly advocate for public policy and regulations that support the Y’s focus on healthy living, youth development and social responsibility.

Metrics:

- **Volunteerism:**
 - Track number and types of volunteers, volunteer hours and experiences
 - Measure volunteer satisfaction
- **Annual Campaign Metrics:**
 - Increase the annual campaign to \$3.0 MM by 2020 (a 100% increase from 2014)
 - Increase member participation to 15% (a 50% increase)
 - Increase % of non-member giving
 - Increase in-kind donations and “value” of volunteers’ time
- **Advocacy:**
 - Track advocacy outcomes and public perception

THE ROAD WE’VE TRAVELED

Over the past seven years, the YCM has worked steadily to build an organization that is STRONGLY positioned to provide extensive, high quality health and wellness services to Central Marylanders. This effort has required an expansive build out of infrastructure and facilities, developing a breadth and depth of programming and establishing roots and partnerships in the community. The YCM of today is much different, more capable and credible organization than the YCM of a decade ago.

The last strategic plan built a very strong foundation for growth and positioned the organization to serve as a key resource to the broader community. The past investment in infrastructure and facilities has established credibility and given the YCM a visible, modern face in the communities we serve. This footprint can be used as a springboard for deeper community engagement and more robust partnerships.

Some major accomplishments in 2014 include:

- More than 220,000 people of all ages and backgrounds engaged in Y programs, striving to reach their fullest potential in spirit, mind and body
- More than 82,000 children and youth learn and grow in quality pre-school, camp, before and after school enrichment programs, sports and exercise programs
- Almost 5,000 children living at or below the federal poverty level received grant or Y financial aid needed to participate in Y youth development programs
- Over 4,000 Y volunteers sharing their time, talent and/or treasure to make their community a better place
- Over 350 mentors and mentees brought together to bring consistency and caring to the lives of vulnerable youth
- Over \$4.3 million in annual and capital contributions raised from the community and \$12 million in grant funding secured annually to responsibly operate multiple programs serving under-served youth and families
- Over \$1.66 million in in-kind contributions secured to ensure our Head Start children received the full benefit of all available resources

With all of this good work happening across our almost 100 points of delivery, one can understand why we are so excited about IMPACT 2020 and see our future as a wonderful opportunity to go even more deeply in investing in the well-being of our communities.

IMPACT 2020 Strategic Planning Committee

The Y of Central Maryland's strategic planning process was a year-long project launched on January 27, 2014. Strategic planning co-chairs, Donna Wilson and Steve Margolis, led a group of nineteen dedicated, engaged volunteers from the Y's association board, community leadership boards the community at-large through a series of seven two-hour sessions. Ruth Heltne served as the internal staff lead, with Ann Quinn of the Quinn Strategy Group working as the YCM's external consultant. With the leadership of our co-chairs, Ruth and Ann and the entire committee, the process included extensive analysis of market research, stakeholder interviews, shifting demographic data and evolving trends in education, health care and social responsibility. Through a collaborative approach involving the strategic planning committee and the Y's leadership team, perspectives and recommendations emerged from which strategies, goals and measurement metrics were developed and refined. On December 5, 2014, the strategic planning committee unanimously ratified the IMPACT 2020 plan, recommending that the full association board of directors approve it at its January 30, 2015 meeting.

The YCM thanks the highly engaged, knowledgeable and constructive members of the IMPACT 2020 committee, along with the dedicated leadership team of the Y, for guiding, shaping and refining this strategic planning process.

IMPACT 2020 Leadership

Committee Co-Chairs:

- **Donna Wilson** (SVP, Corporate Communications & Strategic Planning, Chesapeake Employer's Insurance Company), Association Board Member
- **Steve Margolis** (EVP, CareFirst BlueCross BlueShield), Association Board Member

Volunteer Committee Members

- **David Andrews** (Dean, School of Education, Johns Hopkins University), Association Board Member
- **Tom Brandt** (SVP & CFO, TeleCommunication Systems, Inc.), Association Board Member
- **Mary Grace Chacos** (Associate Broker, Coldwell Banker), Youth Development Committee, Y Community Leadership Board, Anne Arundel County
- **Shannon Cosgrove** (Assistant Director, Mayor's Office of Criminal Justice), At-large Community Member
- **Chris D'Adamo** (Director of Research, University of Maryland, School of Medicine), At-large Community Member
- **Barbara Gassaway** (President, The Research Group), Association Board Member
- **Mary Jean Herron** (CFO, Keswick Multi-Care), At-large Community Member
- **Linda Koban** (Attorney, Law Office of Linda Koban), At-large Community Member
- **Sharon Lacy** (VP, Wellness Initiatives, Dinnertime.com), Association Board Member
- **Vincent Oakley** (Director, Field Engineering & Services, Northrop Grumman), Association Board Member
- **Sallie Rixie** (Vice Chair, Department of Family Medicine, MedStar Franklin Square), Association Board Member
- **Beth Sanbower Harbinson** (Executive Director, Children's Scholarship Fund of Baltimore), At-large Community Member
- **Francesca Siciliano** (Project manager, Centerline Construction Co.), At-large Community Member
- **Leslie Simmons** (President & CEO, Carroll Hospital Center), Association Board Member
- **Brian Stricker** (SVP, The Baltimore Life Companies), Association Board Member
- **Tracey Stuart-Paul** (VP, Atlantic Recycling Technologies), Y Community Leadership Board, Southern Baltimore County
- **Harry Thomasian** (Partner, Strategic Growth Markets, Ernst & Young, LLP), Association Board Member

Consultant

Ann Quinn (Principal, Quinn Strategy Group)

Staff Lead

Ruth Heltne (VP, Strategic Partnerships)