



## **Strategic Plan Implementation 2018 YMCA OF PIERCE AND KITSAP COUNTIES**

### **JANUARY–MARCH: Develop organizational success measures**

Desired outcome: Leadership team guides process to build impact targets for association, branches, departments, and individuals.

Detailed timeline:

- ✓ January 1-11: Leadership Team determines Association Impact Targets
- ✓ January 12: Operations Team discussion
- ✓ January 16: Board of Directors approves Association Impact Targets
- ▶ January 26: Executive Cabinet reviews materials, discusses process, and establishes deadline for all staff to record Branch, Department, and Individual Impact Targets
- ▶ January 31: Deadline to establish 2017 baseline data to support Impact Targets
- ▶ February 9: Operations Team meeting (topics to be decided)

### **FEBRUARY: Advisory Council Chairs Dinner**

Desired outcome: Advisory Council chairs build relationship, share branch strategic plan updates, and discuss advisory council work.

### **FEBRUARY–MARCH: Launch collaborative “good news” community website**

Desired outcome: The Y collects examples of positive impact in our community and shares it through an online platform, such as social media or website.

**MARCH-APRIL: Launch Strategic Plan bright spots series**

Desired outcome: Staff and volunteers share stories of the strategic plan in action; stories are published to the website.

**APRIL: Branch strategic plans completed with staff and volunteer leaders**

Desired outcome: Every branch identifies local priorities to execute strategic priorities and breakthrough goals; branch strategic plan brochure printed.

**APRIL: Innovation session pilot**

Desired outcome: 50 staff gather to collaborate and innovate using the framework of the strategic plan. Innovation sessions may continue throughout the year based on pilot success.

**APRIL: First quarter strategic plan impact report published**

Desired outcome: Demonstrate progress toward strategic plan goals to share with staff, volunteers, donors, and community leaders; report published on the website.

**APRIL-JUNE: Community leader visits**

Desired outcome: President/CEO and other leadership staff meet with community leaders who provided input and direction for the strategic plan, as well as other key stakeholders and friends of the Y.

**MAY: Board Summit**

Desired outcome: Volunteer and staff leaders gather for fellowship, to give input on the Y's priorities, and to discuss the Y's impact in our community.

**MAY/JUNE: Leadership staff spring retreat**

Desired outcome: Leadership staff gather to build relationship, report the association's progress on our strategic priorities and impact targets, and discuss strategy for the remainder of 2018.

**JULY: Second quarter strategic plan impact report published**

Desired outcome: Demonstrate progress toward strategic plan goals to share with staff, volunteers, donors, and community leaders; report published on the website.

**JULY-AUGUST: Strategic Plan bright spots published**

Desired outcome: Staff and volunteers share stories of the strategic plan in action; stories are published to the website.

**SEPTEMBER: Third quarter strategic plan impact report published**

Desired outcome: Demonstrate progress toward strategic plan goals to share with staff, volunteers, donors, and community leaders; report published on the website.

**OCTOBER: Advisory Council Chairs Dinner**

Desired outcome: Advisory Council chairs build relationship, share branch strategic plan updates, and discuss advisory council work.

**NOVEMBER: Board and staff strategic plan hybrid team review**

Desired outcome: Board and staff task force that was established to lead the strategic planning process gathers to assess strategic plan progress to report to the Board of Directors.

**NOVEMBER: Leadership staff winter retreat**

Desired outcome: Leadership staff measure year-end success on strategic plan and annual impact targets, and discuss way of work for 2019.

**NOVEMBER–DECEMBER: Strategic Plan bright spots published**

Desired outcome: Staff and volunteers share stories of the strategic plan in action; stories are published to the website.

**DECEMBER: Year-end strategic plan impact report published**

Desired outcome: Demonstrate progress toward strategic plan goals to share with staff, volunteers, donors, and community leaders; report published on the website.