



# A PLACE TO BELONG SERVING ALL LEADING CHANGE



**ANAHEIM FAMILY YMCA  
STRATEGIC PLAN 2019-2022**





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

## **Our Process**

Over the course of 2018-2019, the Anaheim Family YMCA will conduct a strategic planning process. The Strategic Planning Process involved the board, staff, and community members in an effort to understand and address key community needs/trends that affect the constituents of the Y and ensure the Y can achieve its desired impact. In July 2019, the Y BODs will approve a new strategic plan 2019-2021 for the Anaheim Family YMCA.

## **Our Mission**

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

## **Our Cause**

We strengthen the foundations of community. We work side-by-side with our neighbors to make sure that everyone, regardless of age, income or background, has the opportunity to learn, grow and thrive.

## **Our Focus**

- FOR YOUTH DEVELOPMENT - Nurturing the potential of every child and teen
- FOR HEALTHY LIVING - Improving people's health and well-being
- FOR SOCIAL RESPONSIBILITY - Engaging people in giving back and providing support to our neighbors

## **Our Values**

Honesty, Caring, Respect and Responsibility

## **Our Desired Impact**

Through involvement at the Y, people in our communities are spiritually, mentally and physically healthy. Our youth feel safe and empowered to lead significant lives. All relationships are nurtured and people feel connected to one another and responsible in building a sense of community for all.

## **Board of Directors**

### **Executive Committee Officers**

Kay Carpenter, **Board Chair**  
Retired, Con Agra Foods

Marty Dutch, **Vice Chair**  
**VP of Philanthropy Services,**  
**First Foundation Bank**

Frank Donovan, Ed.D.,  
**Past Board Chair**  
**Superintendent,**  
**Magnolia School District**

Belal Dalati, **Secretary**  
**Insurance Agent,**  
**Dalati's Insurance Agency**

Steve Corona, **Treasurer**  
**Senior VP/Regional Manager,**  
**Pacific Western Bank**

Bharat Patel,  
**Assistant Treasurer**  
**President, Castle Inn, Inc.**

Lucille Kring  
**Council Member,**  
**City of Anaheim**

Brandon Moody  
**Partner, Full Psyche**

Rick Martens, Ed.D.,  
**President & CEO,**  
**Anaheim Family YMCA**

**Directors**  
E. Michael Ambrosi  
**Attorney,**  
**Ambrosi & Doerges, APC**

Jim Bang  
**Business Center Manager,**  
**California Bank & Trust**

Carol Bostwick  
**Retired, Business Owner**

Eric Carter  
**Retired,**  
**Anaheim Police Dept.**

Larry J. Chung  
**Public Affairs and Corporate**  
**Responsibility,**  
**Disneyland Resort**

Jorge Cisneros  
**Chief of Police,**  
**Anaheim Police Department**

James Dinwiddie  
**Electrical Engineer,**  
**Dinwiddie and Associates**

Jackie Filbeck  
**Board of Trustees,**  
**Anaheim Elementary School**  
**District**

Emily France  
**Public Affairs Manager,**  
**SoCalGas**

Larry Herman  
**Retired,**  
**La Palma City Council**

Paul Kott  
**Owner/Broker,**  
**Paul Kott Realtors**

Larry Mandell  
**President,**  
**Pacific Genesis, Inc.**

Nicole Provansal  
**Director of Community**  
**Partnerships, Angels Baseball**

Barry Ross  
**VP of Healthy Communities,**  
**St. Jude Medical Center**

Steve Sain  
**Retired, Anaheim Police**  
**Department**

Bruce Solari  
**VP, Solari**  
**Enterprises**

# CRITICAL NEEDS

## National Y-USA DATA

**12%**  
of U.S. Households  
face food  
insecurities

**13%**  
of the U.S.  
population is  
Foreign-born

More than  
**21%**  
Children live in  
poverty

Nearly  
**5 MILLION**  
young people are not in  
school or working

In 2017, there were  
**424**  
Fatal child drownings in  
the United States

Communities with high rates of **Volunteerism** tend to  
have a greater income equality



## ANAHEIM FAMILY YMCA SERVICE AREA

**90%**  
of students  
participate in  
Free/Reduced Lunch

**37%**  
of the Anaheim  
population is  
Foreign-born

**24%**  
Children live  
in poverty in  
the areas we  
serve

Over **53,000**  
people over the age of 25  
in Anaheim have no High  
School Diploma

In 2017, there were  
**12**  
Fatal child drownings in  
Orange County

When young people **Volunteer**, their likelihood of  
dropping out of school is cut in half

# Aspirations and Goals 2019-2022

## A PLACE TO BELONG

**Aspiration:** Anaheim Family YMCA is an essential part of the fabric of our community; a Hub of community building for safe spaces and belonging a Refuge to those in need.

**Goal:** Develop and implement a model utilizing current and future YMCA sites (including YMCA community complex) as hubs for resident leadership engagement that will transform neighborhoods around the sites.



## SERVING ALL

**Aspiration:** Anaheim Family YMCA is an organization that strengthens the family unit/dynamic; fosters leadership, health and character in youth, families and seniors; and broadens the scope of youth and adult development and their contribution to the community.

**Goal:** Develop and implement a plan to incorporate services to parents (and seniors where appropriate) where the Y provides services to youth.



## LEADING CHANGE

**Aspiration:** Anaheim Family YMCA is a core convener to solve community problems, a relevant partner when it makes sense, taking a preventive rather than reactive approach.

**Goal 1:** Serve as a core convener on critical community priorities in the cities the Y serves.

**Goal 2:** Build and strengthen the capacity of the YMCA Board of Directors that are committed to serving our diverse communities



# Bringing Our Mission to Motion

Goal	Strategies
<p>Develop and implement a model utilizing current and future YMCA sites (including YMCA community complex) as hubs for resident leadership engagement that will transform neighborhoods around the sites.</p>	<ul style="list-style-type: none"> <li>• <b>We will implement and replicate an evidenced based model of resident-led neighborhood transformation and community hub development, per our HEAL Resident Engagement table at one site in year 1, to move residents from INFORMED to EMPOWERED. Resident-led engagement will be scaled to 3 sites in Year 2 and 5 sites in Year 3.</b></li> <li>• <b>YMCA Community Complex to open Year 1; resident-led engagement to begin in Year 2; assess, evaluate and add additional programming in Year 3.</b></li> </ul>
<p>Develop and implement a plan to incorporate services to parents (and seniors where appropriate) where the Y provides services to youth.</p>	<ul style="list-style-type: none"> <li>• <b>To complete a needs assessment of parent/senior needs in our programs and develop a plan to address these needs in Year 1 with implementation starting in Year 2 and program scaling in Year 3.</b></li> <li>• <b>Our Y will ensure all of our programs are welcoming to a diverse segment of our community (e.g. low income, special needs, immigrants, interfaith, veterans, LGBTQ and seniors) participate in the Y. Year 1 assess current number served. Year 2 increase participation by 15%. Year 3 increase participation by 25%.</b></li> </ul>
<p>Serve as a core convener on critical community priorities in the cities the Y serves.</p>	<ul style="list-style-type: none"> <li>• <b>We need to explore existing efforts on family homelessness and determine our most effective role in Year 1 and then implement our role in Years 2 and 3 based on the assessment.</b></li> </ul>
<p>Build and strengthen the capacity of the Anaheim Family YMCA Board of Directors committed to serving our diverse communities</p>	<ul style="list-style-type: none"> <li>• <b>Assess diversity and competencies of current YMCA Board of Directors in Year 1 considering strategic plan goals and strategies. Recruit new Board members subsequent years based on the gaps identified in diversity and competencies.</b></li> </ul>