

# Strategic Plan

## Fiscal Year 2025 - 2027



### INTRODUCTION

Youth Enrichment Services (YES) is a private nonprofit organization that has supported and inspired Boston young people for more than 50 years through sports-based enrichment and leadership development programs. The goals of this strategic plan are to define YES's vision, strategy, direction, and focus to achieve game-changing results for Boston's children and youth. As part of the latest Strategic Plan, YES updated its organizational values and goals.









### VISION

Empowering Boston youth to lead and to achieve their full potential

### MISSION

Inspiring youth through outdoor experiences and leadership opportunities that build confidence and prepare them to summit life's challenges.

### VALUES

	<b>Equity</b>	Ensure diversity, racial equity, and inclusiveness are priorities in all YES programming and reflect the community that we serve at all levels of the organization: youth, teens, volunteers, staff, and board
	<b>Access and Affordability</b>	Remove barriers to provide transformative experiences
	<b>Teamwork</b>	Collaborate across generations to accomplish something greater than what one can do alone
	<b>Leadership Development</b>	Foster the skills and confidence to be leaders in the community where youth learn, live, and work
	<b>Volunteerism</b>	Create pathways for adults and teens to positively impact youth
	<b>Respect and Responsibility</b>	Foster respect for self, others, and the environment. Demonstrate accountability for our actions
	<b>Safety</b>	Provide training, equipment, and procedures to ensure physical and emotional safety of the YES community
	<b>Resiliency</b>	Develop/exert the physical and mental fortitude/staying power to meet all of life's challenges, organizationally and individually.

## PROGRAMMATIC GOALS

1. Leverage the new building to significantly increase number of children served and program impact that include both outdoor experiences and leadership opportunities.
2. Strengthen our sustainable outreach plan that reaches families and youth most in need.
3. Increase partnerships with nonprofit organizations, housing development, schools and academic hospitals. Forge new and/or strengthen existing partnerships to enhance participant mental wellbeing.
4. Establish partnership and relationship with the (City of Boston) Office of Youth Engagement and Advancement.
5. Leverage the generations and decades of participants in order to increase outreach.
6. Strengthen evaluation work by refreshing how we measure impact.
7. Listen and learn from the youth (and parents) to understand what activities are most important to them so that YES has the data to make informed and financially sound decisions about where to invest time and how to best serve the youth.
8. Explore local resources available to YES in its new location and create opportunities for programming (e.g. Franklin Park - Cross Country Running, Cross Country Skiing, Snow Shoeing, etc.).

## ADMINISTRATIVE GOALS

1. Relocate to a new building with increased capacity.
2. Review the staffing plan for YES, focusing on the operational needs of the current building and the new building/operations. Develop a revised Org. Chart that meets the needs of the organization.
3. Continue to modify the "YES Racial Equity Plan" to include intentional and realistic goals for the organization to achieve and ensure that the DEI initiatives remain a priority.
4. Regularly review administrative procedures and identify areas for improvement, implementing standardized workflows and utilizing technology solutions to streamline processes.
5. Expand upon YES's marketing, PR, Communication functions - YES has a great story to tell, and we need to get it out there - brand awareness.
6. Continue to market YES's positions with appropriate level compensation and benefits.
7. Enhance YES's technological capabilities in all functions to build a resilient IT infrastructure to support its programs, communication channels, data management, and operational efficiency.
8. Significantly increase the Board's role related to fundraising and revenue generation.

## FISCAL GOALS

1. Expand board membership and leverage assistance of board leaders to increase philanthropic revenue
2. Complete Capital Campaign to raise \$4M to fund new YES headquarters and introduce comprehensive appeals to invite donors' three to five year investment to fund YES programs and operations
3. Significantly increase annual philanthropic revenue at 10%+ annually.
4. Create and grow an endowment which is equal to three times YES's annual budget
5. Build reserves up to 6 months of annual operating income.
6. Strengthen development infrastructure by capitalizing the expense to add development staff capacity.

## FISCAL GROWTH STRATEGY

### YES will leverage its fundraising potential by:

1. Completing the **capital fundraising opportunity** in order to: (1) fund the construction and operational expansion of the new building; (2) present comprehensive, multi year appeals to its funding community; (3) rely less on its traditional practices to generate philanthropic revenue.
2. Leverage the potential of the **wealth market** in Boston and surrounding suburbs, particularly with families with strong skiing/ outdoors interests. Focus on current leadership supporters and steward relationships judiciously. Focus on leveraging the board, inspiring donors, and removing internal barriers to expand outreach and engagement of current and future donors.
3. Continue to **attract support from greater Boston's corporate and foundation community**, by engaging institutional supporters with programmatic opportunities that align with their funding interests. Formulate a corporate partnership program and steward relationships with excellence.
4. **Build the capacity, capability and expectations** of staff and volunteer leadership to focus on and inspire greater philanthropic support. Add more asset-based leaders to the board, and implement a stronger accountability and management system to leverage the board to raise increased funding and serve as an extension of the 'sales team.'

For more information or to discuss how you can help YES achieve our strategic plan goals, please contact YES Executive Director, Bryan Van Dorpe at [bvanderpe@yeskids.org](mailto:bvanderpe@yeskids.org).