



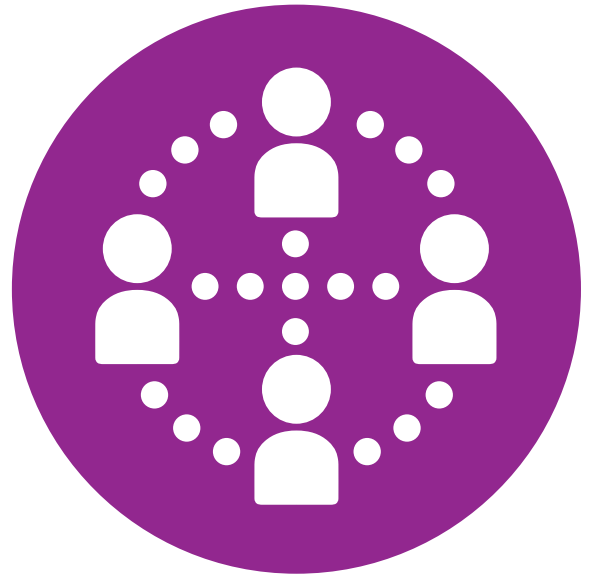
FOR YOUTH DEVELOPMENT®
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY

ENVISIONING OUR FUTURE: Our Strategy Roadmap

YMCA of Youngstown, Ohio
2025 AND BEYOND

STRATEGIC PLANNING TASK FORCE

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OUR MISSION

Overall purpose of the organization. What we do, for whom we do it, and the benefit.

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

OUR VISION

The picture of the preferred future if we are successful and achieve our mission.

Healthy Kids, Strong Families,
Transformed Communities.

OUR CAUSE

Why we exist, our mission in action.

Strengthening the foundations of community through youth development, healthy living, and social responsibility.

OUR STRATEGIC ADVANTAGES

Traits to be leveraged in our strategy. Our unique assets and outstanding execution.

1. Comprehensive facilities that meet community needs.
2. A quality overnight camp experience and facilities.
3. A long, rich history and recognized brand.
4. A wide variety of programs and opportunities for all ages.
5. Within our means, provide financial assistance to those who are unable to pay.

OUR STRATEGY SCREEN

Our filter that aids in decision-making and challenges our Y's thinking. Guides intentional conversations before taking on any new strategy or initiative.



OUR STRATEGY SCREEN

- Does it align with our mission, vision, and cause?
- Does it make the best use of our financial resources?
- Does it deliver high-quality standards?
- Will it make a positive impact in the community?
- Does it address the needs of underserved communities?
- Does it address our critical social issues?
- Will it strengthen community partnerships?

OUR CRITICAL SOCIAL ISSUES

Issues in the community we are working to solve.

- Changing family dynamics
- Demographics and economic conditions
- General health and well-being
- Issues related to boys and young men of color

GUIDING PRINCIPLES:

General guidelines that set the foundation for how we will operate.

WHAT WE VALUE

WHAT OUR ACTIONS LOOK LIKE

We believe in Relationships	Therefore, we will prioritize open communication, active listening, and genuine support to cultivate and strengthen meaningful connections.
We believe in Trust	Therefore, we will demonstrate integrity, reliability, and transparency to build and sustain unwavering trust.
We believe in Teamwork	Therefore, we will foster collaboration, respect diverse perspectives, and share responsibilities to achieve common goals together.
We believe in Leadership	Therefore, we will lead with vision, empathy, growth-mindset, and accountability to inspire and guide others.

OUR BIG QUESTION:

How do we elevate our mission, vision, and cause to ensure sustainability for the future?

STRATEGIC PRIORITIES AND ORGANIZATIONAL STRATEGIES

STRATEGIC PRIORITY 1:

Recognized as a community leader in youth development, healthy living, and social responsibilities.

ORGANIZATIONAL STRATEGIES:

- Strengthen quality of programs and services that focus on healthy spirit, mind, and body for all.
- Increase awareness of the charitable impact of the Y.
- Build an inclusive and joyful environment through diversity, equity, and inclusion.
- Empower young people to reach their full potential (Childcare, Education and Leadership, Swim, Sport, Play, & Camps).
- Improve individual and community well-being (Family Time, Health, Well-being & Fitness, Sports & Recreation, Group Interests).
- Provide support and inspire action in our community (Family Support & Resources, Community Engagement, Community Action, Global Engagement).

CRITICAL SUCCESS FACTORS:

- High quality staff.
- High quality and relevant programs.
- Effective leadership.
- Strong relationships with community leaders.
- Adequate resources and support.

BARRIERS:

- Rising costs of wages/benefits/staff development.
- Inadequate marketing and communication of our mission and cause.
- Aging facilities.
- Lack of camp staff housing.
- Lack of accessibility.

STRATEGIC PRIORITIES AND ORGANIZATIONAL STRATEGIES

STRATEGIC PRIORITY 2:

Strengthen Support for Families.

ORGANIZATIONAL STRATEGIES:

- Explore opportunities for childcare programs.
- Ensure programs and services are flexible and relevant for families.
- Create a Diversity, Equity, and Inclusion committee.
- Partner with school systems to expand YMCA programs in schools.

CRITICAL SUCCESS FACTORS:

- Convenient and accessible schedules and times.
- Diverse and relevant programs.
- Knowledgeable staff.
- Strategic relationships with community organizations.
- Remove in-house barriers for access.

BARRIERS:

- Unclear communication for Financial Assistance.
- Continued division and racism.
- Lack of diversity, equity, and inclusion.
- Perception of the Y as a gym & swim.
- Policies or procedures that create obstacles.

STRATEGIC PRIORITIES AND ORGANIZATIONAL STRATEGIES

STRATEGIC PRIORITY 3:

Perpetuate Organizational Growth for a Sustainable Future.

ORGANIZATIONAL STRATEGIES:

- Strengthen relationships with stakeholders to increase capacity and fulfill our mission.
- Build and equip our leadership and staff teams to support the financial and organizational growth and culture needed for a sustainable future.
- Increase membership and program revenue.
- Increase all aspects of philanthropic giving.
- Explore opportunities and expand our footprint into outlying areas to strengthen our market position and deliver our mission.
- Reinvest in our facilities to protect our physical assets.
- Explore funding and partnership opportunities to expand program space at the Central YMCA in upper floors and lower level.

CRITICAL SUCCESS FACTORS:

- Solid culture of philanthropy.
- Successful programs and strong membership.
- Clean and well-kept facilities.
- Strong community presence.
- Knowledgeable and dedicated staff.
- Strong relationships between leadership staff and board volunteers.

BARRIERS:

- Declining or stagnant population.
- Difficult fundraising environment.
- Decline in generational giving and support.
- Inadequate storytelling.
- Economic climate.