

YMCA OF ROSS COUNTY

# STRATEGIC PLAN

PLAN YEARS: 2025 – 2027



FOR YOUTH DEVELOPMENT®  
FOR HEALTHY LIVING  
FOR SOCIAL RESPONSIBILITY

## MISSION

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

## VISION

Building brighter futures and a healthier community one connection at a time.

## OUR IMPACT

The Y builds a stronger community through **encouraging connections** between people; by promoting social, recreational and educational **programs for healthier living**; and through development of **skills and values in young people** that lead to happy and successful lives.

## GOALS

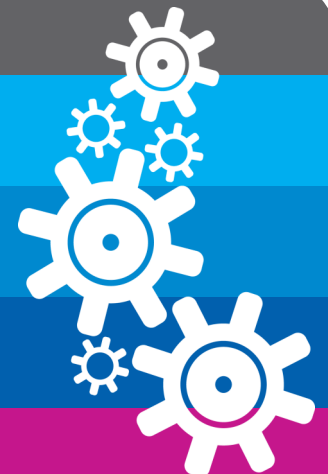
1. YOUTH DEVELOPMENT

2. BRING PEOPLE CLOSER

3. STAFF AND BOARD ENGAGEMENT

4. COMMUNITY HEALTH

5. DEVELOP CHARITABLE ROLE & ADDRESS COMMUNITY NEEDS



<p style="text-align: center;"><b>GOAL</b></p> <p style="text-align: center;">Broad, long-term aims that define accomplishment of the mission</p>	<p style="text-align: center;"><b>OBJECTIVES</b></p> <p style="text-align: center;">Specific, quantifiable, realistic targets that measure the accomplishment of a goal over a specified period of time</p>
<p style="text-align: center;"><b>YOUTH DEVELOPMENT</b></p> <p>The YMCA strives to reach youth and adolescents in traditional and non-traditional ways, to develop lifelong skills and values through relevant programs and activities.</p>	<ol style="list-style-type: none"> <li>1. Reach more of our community's youth through increased program participation and membership.</li> <li>2. Provide for basic needs through expanding to at-risk feeding in our CACFP program.</li> <li>3. Provide 8-10 targeted family and youth programs each year (family nights, golf camps, water safety, e.g.,)</li> </ol>
<p><b>STRATEGIES</b></p>	
<ol style="list-style-type: none"> <li>1. Expand offerings to youth in our community including (but not limited to) Fifth Quarter type programs, Bible Studies, Youth in Government, mentoring collaborations, sports clinics, movie nights, stargazer program (with national parks), summer feeding programs, water safety classes, life skills education, and Y on the Fly.</li> <li>2. Develop fundraising stream to support at-risk youth participation in YMCA programs (e.g., youth sports, gym team, swim team)</li> </ol>	

<p style="text-align: center;"><b>GOAL</b></p>	<p style="text-align: center;"><b>OBJECTIVES</b></p>
<p style="text-align: center;"><b>BRING PEOPLE CLOSER</b></p> <p>The YMCA promotes an environment that creates a sense of connectedness, community, and engagement for all persons. Enhance programs, facilities, and services to foster connections in a safe environment.</p>	<ol style="list-style-type: none"> <li>1. Develop strategy to create more "community spaces" at the YMCA, to convene and connect.</li> <li>2. Increase staff and board presence at local YMCA and community events.</li> <li>3. Serve as a convener of like-minded community groups to create more collaborations.</li> </ol>
<p><b>STRATEGIES</b></p>	
<ol style="list-style-type: none"> <li>1. Renovate YMCA lobby to create more intentional community spaces, including increased internal messaging re: YMCA's mission and goals.</li> <li>2. Increase staff and board's visibility in the community through providing apparel and messaging to be used at community events (e.g., BAB, YMCA community events, Chamber events, broader community events). Provide staff incentive for attending community events/serving on community boards.</li> <li>3. Expand community's use of YMCA including more Lunch &amp; Learn type events, welcoming community and church groups to use conference room space.</li> </ol>	

GOAL	OBJECTIVES
<p><b>STAFF &amp; BOARD ENGAGEMENT</b></p> <p>Cultivate an environment for that promotes staff retention, staff and board capacity, board engagement and awareness, and overall collaboration.</p>	<ol style="list-style-type: none"> <li>1. Create more opportunities for board and staff interaction, collaboration, and engagement.</li> <li>2. Increase board engagement and presence at YMCA events (family nights, holiday events, e.g.,)</li> <li>3. Formalize and implement stronger board committee structure and engage multi-level staff members.</li> </ol>
STRATEGIES	
<ol style="list-style-type: none"> <li>1. Continue to grow board/staff engagement through retreats and social events, participation in staff retreats and staff social night events.</li> <li>2. Create community events committee to increase board engagement with key staff events (e.g., swim/gym meets, festivals) and assign a staff leader to all board committees.</li> </ol>	

GOAL	OBJECTIVES
<p><b>COMMUNITY HEALTH</b></p> <p>Continue to explore sustainable healthcare partnerships and implement evidence-based community health programs that meet identified needs and aligns with funding sources.</p>	<ol style="list-style-type: none"> <li>1. Develop a board/staff task force to create a pathway for a sustainable EBHI business model.</li> <li>2. Explore additional community needs and add EBHI's to meet new needs (cardiac rehab, Parkinson's, e.g.,)</li> <li>3. Increase program offerings for young adult health</li> </ol>
STRATEGIES	
<ol style="list-style-type: none"> <li>1. Expand services to include new fitness programs including Hyrox, Parkinsons programs (Rock Steady), and demo/introduce new aerobics room classes to meet diverse audience needs (young adults, seniors, e.g.,)</li> <li>2. Complete capital renovations to weight room, aerobics studio to address community interests and needs.</li> <li>3. Develop task force to engage Adena and other like-minded health-focused organizations.</li> </ol>	

GOAL	OBJECTIVES
<p><b>CHARITABLE ROLE &amp; COMMUNITY NEEDS</b></p> <p>Expand charitable activities to include programs that address broad community challenges (homelessness, hunger, poverty) and support through effective fundraising.</p>	<ol style="list-style-type: none"> <li>1. Develop and enhance YMCA's Annual Campaign to match YMCA Best Practices. Utilize support from other Y's/Hub. Develop robust donor stewardship program.</li> <li>2. Identify opportunities to engage in community needs and integrate into YMCA's work.</li> </ol>
STRATEGIES	
<ol style="list-style-type: none"> <li>1. Expand homelessness supports including structured shower availability, partnerships for additional needs (clothing, coats, food/meals, referral services, haircuts, health screenings).</li> <li>2. Intentionally create activities and partnerships to meet spiritual goals of the YMCA.</li> <li>3. Implement year-round annual campaign activities calendar.</li> </ol>	