



ENVISIONING OUR FUTURE IMPACT

PITTSBURG FAMILY YMCA • Strategic Plan 2023-2026



LETTER FROM OUR BOARD CHAIR

What an exciting time for the Pittsburg Family YMCA! These past several months the Y Board created a strategic planning team to craft a vision to carry out our mission:

“Under the guidance of Christian principles, the Pittsburg Family Y strives to create an environment that focuses on developing a healthy spirit, mind and body.”

The group spent many hours studying data, researching successful YMCA programs nationwide, visiting with stakeholders, and discussing what we heard. Specifically, we looked objectively at the strengths and weaknesses of our programs and facilities, the changing needs of the community, and the trends of services provided by YMCAs that are positioned well for the future.

The most significant conclusion from our work is that the YMCA is vitally important to the Pittsburg community. The other revelation was that we must transform ourselves by creating programming and enhancing our facilities to respond to the changing needs of our members. Doing some real work with a sense of urgency is necessary if we want to enjoy the success in the future that we have enjoyed in the past.

The YMCA's success is 100% based on the success of the people it serves. The goal of this plan is to realize a vision to advance our mission. But really, if we can implement the strategies of this plan, our true goal will be realized – to help each person grow into the person that God created them to be.

Pittsburg is a great community to live, and the Pittsburg Family YMCA has been an integral part of the community for decades. With this plan we are excited to set ourselves up to play an active role in the continued growth and prosperity of this community for the next 25–50 years.

Looking forward to advancing the YMCA with you,

Nick Dellasega

BOARD OF DIRECTORS

Nick Dellasega – President and Strategic

Planning Committee Chair

Theresa Harris – Vice President*

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Tom Hayes*

Janice Jewett

Seth Painter

Rachael Peterson

Brooklyn Streeter

Amanda Sukraw*

Thomas Tyler

*Notes Strategic Planning Committee Members

Additional Strategic Planning Committee Members:

Blake Benson

Scott Kunshek





MISSION

Under the guidance of Christian principles, the Pittsburg Family Y strives to create an environment that focuses on developing a healthy spirit, mind and body.

Since 1887, when the Pittsburg Family YMCA had its first meeting above the Beck and Hill Meat Market, the mission has been central and foundational to our work. It continues to be the driving force behind our daily operations.

The Y is for everyone. In that Christian principles are caring and inclusive, we respect various expressions of religion. We strive to create a welcoming environment for people to feel comfortable, regardless of religious beliefs.

FOCUS AREAS

YOUTH DEVELOPMENT

We believe that all children deserve the opportunity to learn new things, discover their talents and prepare for adulthood. Our Youth Development programs are designed to nurture the potential of future generations by cultivating values, skills, and relationships.

HEALTHY LIVING

As the largest nonprofit provider of healthy living programs in the state, we support families and individuals of all ages and abilities in their pursuit of a healthy life. Our evidence-based programs utilize best practices and work to prevent chronic disease. The Pittsburg Family YMCA serves a unique group of members and intentionally reduces barriers to access by providing financial assistance to those who qualify.

SOCIAL RESPONSIBILITY

The Pittsburg Family YMCA is an inclusive organization open to all. We believe that in a diverse world we are stronger when we are inclusive. When our doors are open to all, everyone has the opportunity to learn, grow and thrive. We focus on volunteerism, advocacy and social services to do our part in strengthening our communities.

STRATEGY SCREEN

Our strategy screen is the set of criteria the Y uses to make decisions and choices about whether or not a strategy or course of action is consistent with the Y's mission, identity, and strategic advantages. It is our "filter" that aids in decision-making and challenges our Y's thinking. It guides intentional conversations before taking on any new strategy or initiative.

1. Is the strategy inclusive and equitable?
2. How does this opportunity improve our efficiencies and impact our resources both human and financial?
3. Do we have available space, property, and resources?
4. How does this opportunity further our mission and cause?
5. What data is needed to measure impact and make a decision?
6. How are we going to sustain this opportunity in the future?
7. Is high quality staff available?
8. Are we the right organization to take this opportunity on – or is there a better organization we can partner with?

THINKING STRATEGICALLY

Strategy is formed at three levels: ORGANIZATIONAL, PROGRAMMATIC, and OPERATIONAL. It is defined as a "coordinated set of actions designed to create and sustain a strategic advantage in achieving a nonprofit's mission."



STRATEGIC PRIORITY 1

To be a leader in the region for a safe place for all to grow.

ORGANIZATIONAL STRATEGIES

- Recreate the reputation and image of the Y through facility improvement, programs, staffing, marketing, and storytelling
- Become an employer of choice by engaging staff in staff programs, and evaluating wages and benefit packages
- Identify and engage key partners in community conversations at all levels
- Foster a reputation of being a safe place for all

PROGRAMMATIC STRATEGIES

- Engage Southeast Kansas (City and County) leaders to explore partnership opportunities
- Engage educational organizations in partnership to provide opportunities for the community
- Market diverse images and languages to promote inclusion

OPERATIONAL STRATEGIES

- Create a comprehensive and organized marketing plan to have a unified message and effort association wide
- Develop a facility improvement plan to improve the Y's image
- Provide training and certifications for all staff
- Provide a pathway for staff growth and advancement in a positive atmosphere
- Provide Global, Diversity, Equity, and Inclusion training for staff to insure a safe place for all
- Create policies focused on safety in each program area to foster a culture of safety

CRITICAL SUCCESS FACTORS

- Adequate resources both financial and people related
- A successful marketing and communications plan

BARRIERS

- Need for comprehensive fundraising and marketing strategy
- Need for a transparent image and reputation recovery strategy
- Lack of education of benefits from the Y and its mission
- Need to intentionally plan to maintain competitive advantage



STRATEGIC PRIORITY 2

To build a comprehensive facility and programs at the Pittsburgh Family YMCA.

ORGANIZATIONAL STRATEGIES

- Identify, recruit, develop, and retain quality staff
- Identify needs not currently present in our geographic area
- Maximize current competitive advantages
- Explore program needs and interests in Pittsburgh and surrounding service area
- Foster relationships with key partners and explore shared services

PROGRAMMATIC STRATEGIES

- Offer more unique events that highlight the YMCA's assets and strategic advantages (pool, gymnastics gym) to promote the mission
- Partner with organizations and businesses that have similar mission to the Y to strengthen existing programs
- Recruit talent to expand programs and provide on the job training

OPERATIONAL STRATEGIES

- Develop a salary ordinance to ensure competitive and fair wages through a multi-level research survey
- Provide personal and professional development opportunities for all staff at all levels
- Implement scheduled and ongoing evaluation of programs, facilities, and services to ensure quality

CRITICAL SUCCESS FACTORS

- Training budget
- Growth pathways for career development
- Competitive wages and benefits
- Current equipment, best practices, standard operating procedures, and adequate funding
- Maintain relationship and collaborate with city and government
- Explore opportunities and knowledge with YMCA of the USA (LINK)

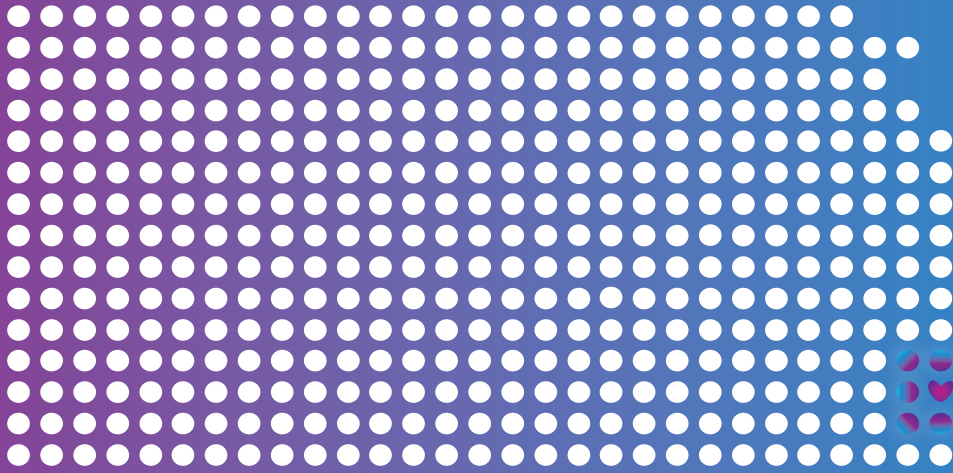
BARRIERS

- Need for communication and visibility
- Need for retention of quality staff
- Lack of big picture insights





NURTURING CHANGEMAKERS SUPPORTING FAMILIES STRENGTHENING COMMUNITY



PITTSBURG FAMILY YMCA

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Pittsburg Family YMCA

.....
83,218 FREE meals & snacks
served to youth in the community from
Oct 2021–May 2022

.....
79,824 Annual total facility usage*

.....
96 Youth learned life-saving swim skills to
reduce their risk of drowning*

.....
997 Youth stayed active and engaged in
YMCA programs*

.....
266 Seniors remained active and
social through membership and
programs*

*from June 2021–May 2022