



FOR YOUTH DEVELOPMENT®  
FOR HEALTHY LIVING  
FOR SOCIAL RESPONSIBILITY

# ENSURING OUR FUTURE

**A Strategic Road Map for the Christian County YMCA  
2014-2017**



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FOR YOUTH DEVELOPMENT®  
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# Road Map for the YMCA 2014–2017

## STRATEGIC PLANNING COMMITTEE    OUR PROCESS

**Mary Del Valle**  
Committee Chair, CVO

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Board Member

**Michael Hady**  
Board Member

**Amy Hagen**  
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**Linda Smith**  
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**Lori Zeitler**  
Staff

**Chris Weittenhiller**  
Executive Director/CEO

**John Alexander**  
YMCA of the USA

In Fall 2014, the Christian County YMCA Board of Directors completed its strategic planning process with the Y’s Board of Directors and Leadership Team. The Y implemented the YMCA of the USA’s Real Time Strategic Planning model led by National Resource Director John C. Alexander.

The Y leadership met over several months in the planning process which included holding a community leader survey to study the unique needs of the YMCA and the communities the Y serves that would help shape the Y’s future organizational direction. The strategic planning committee crafted the YMCA’s continuing and future role in community vitality and well-being. Local and national trends continue to be factors in defining how we will strengthen our capacity to serve our community and explore the opportunities to make it the best it can be.

This is intended to be a living plan; we are committed to long-term impact, recognizing it requires adapting our strategies as our environment changes

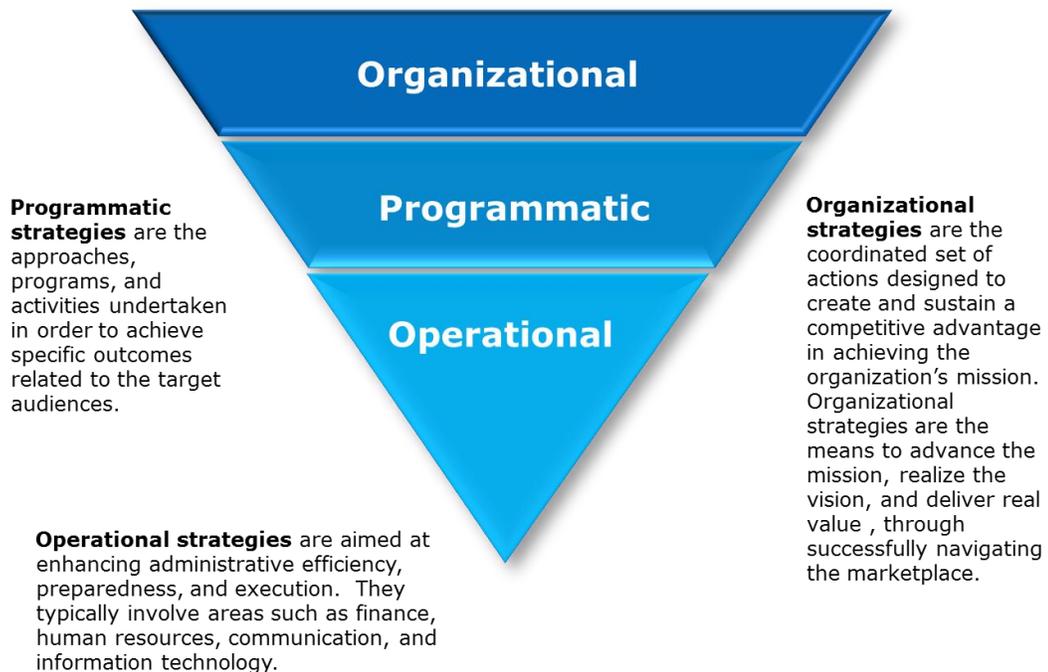
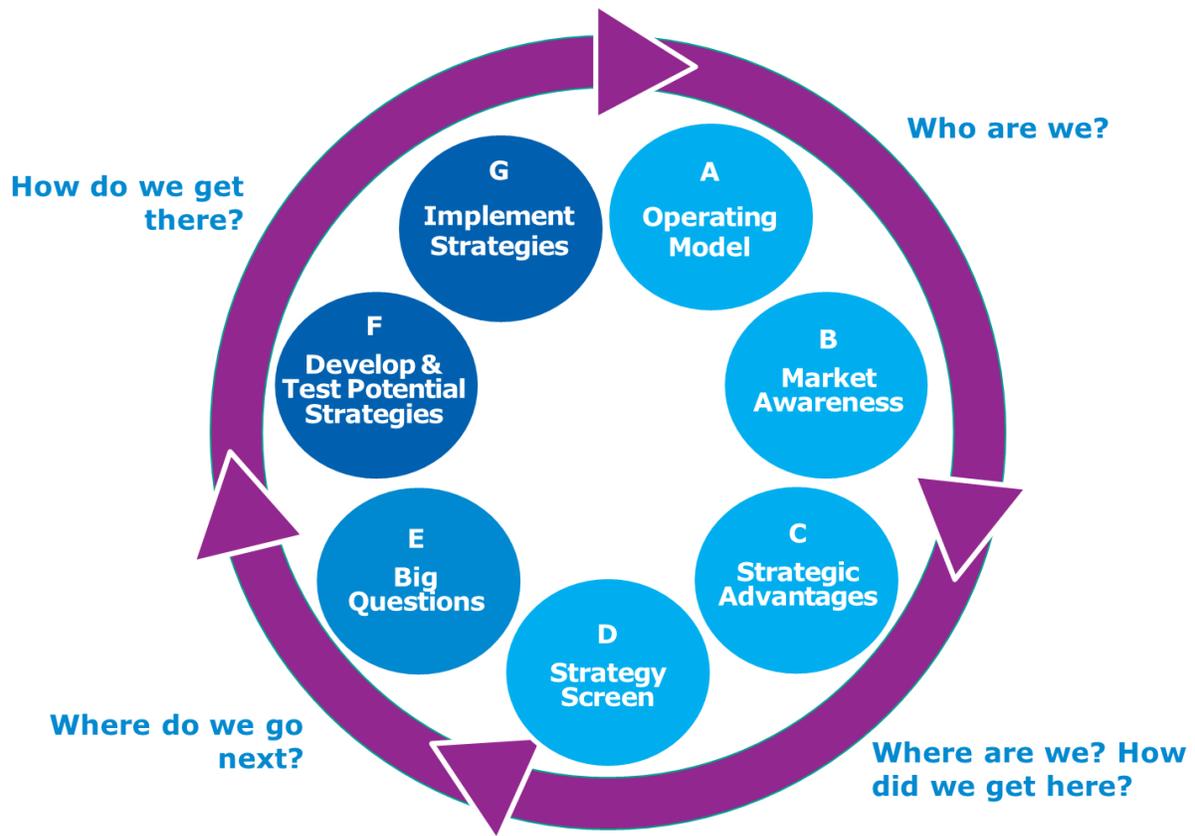
### OUR MISSION

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

### OUR IMPACT

The Christian County YMCA seeks to serve as the leading resource for programs and facilities that positively impact lives and empower people to be healthier. We seek to support families by emphasizing youth development and by providing programs and organized activities in a safe, secure, Christian environment. We strive to strengthen our communities by bringing families, people and collaborative partners together. Our services are open to all regardless of ability to pay.

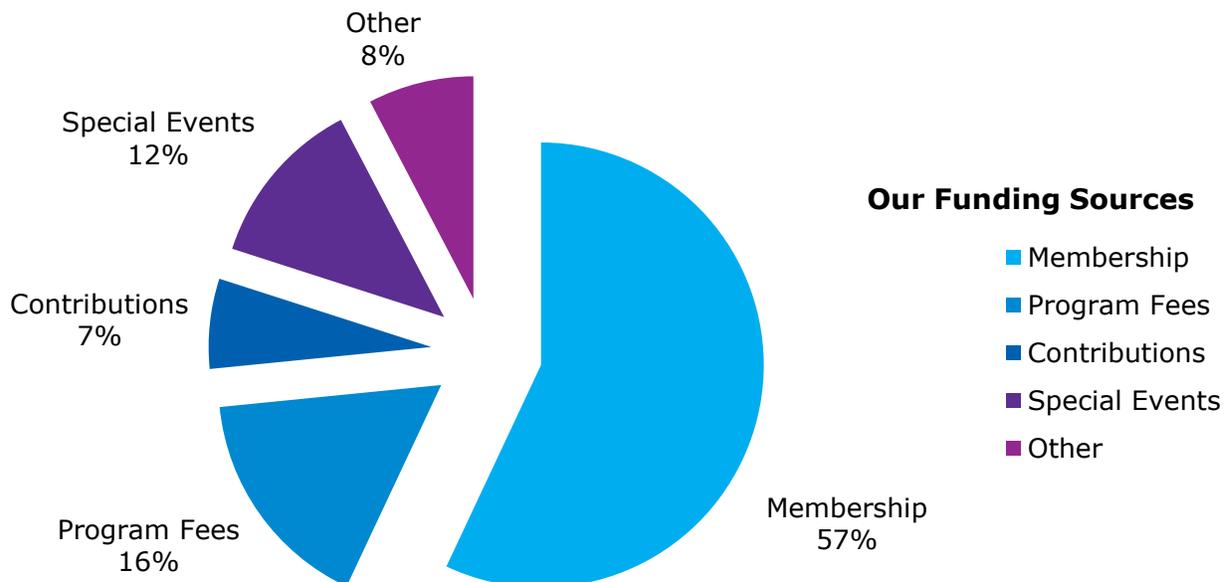
# Our Planning Model



# Our Operating Model

## Current Business Model

<b>Geographic service area:</b>	Greater Taylorville Area/Christian County and Surrounding Communities		
<b>Communities served:</b>	Taylorville, Edinburg, Morrisonville, Harvel, Raymond, Nokomis, Stonington, Blue Mound, Pawnee, Moweaqua, Assumption, Pana, Tower Hill and Owaneco		
<b>Programs/services offered:</b>	<b>Youth Development</b> <i>Nurturing the potential of every child and teen.</i> <ul style="list-style-type: none"> <li>• After School Program</li> <li>• Drop-In Child Care</li> <li>• Day Camp</li> <li>• Swim Lessons</li> <li>• Swim Team</li> <li>• Tumbling</li> <li>• Dance</li> <li>• Martial Arts</li> <li>• Teen Center</li> <li>• Youth Basketball</li> <li>• Youth Soccer</li> </ul>	<b>Healthy Living</b> <i>Improving the community's health and well-being.</i> <ul style="list-style-type: none"> <li>• Walking/Swimming Club</li> <li>• Rehabilitation Program</li> <li>• Youth Wellness Center</li> <li>• Personal Training</li> <li>• Group Exercise</li> </ul>	<b>Social Responsibility</b> <i>Giving back and providing support to our neighbors.</i> <ul style="list-style-type: none"> <li>• Healthy Kids Day</li> <li>• Adult Health Fair</li> <li>• Certification Training (CPR, First Aid, etc.)</li> </ul>



# Our Service Area

## Critical Social Issues

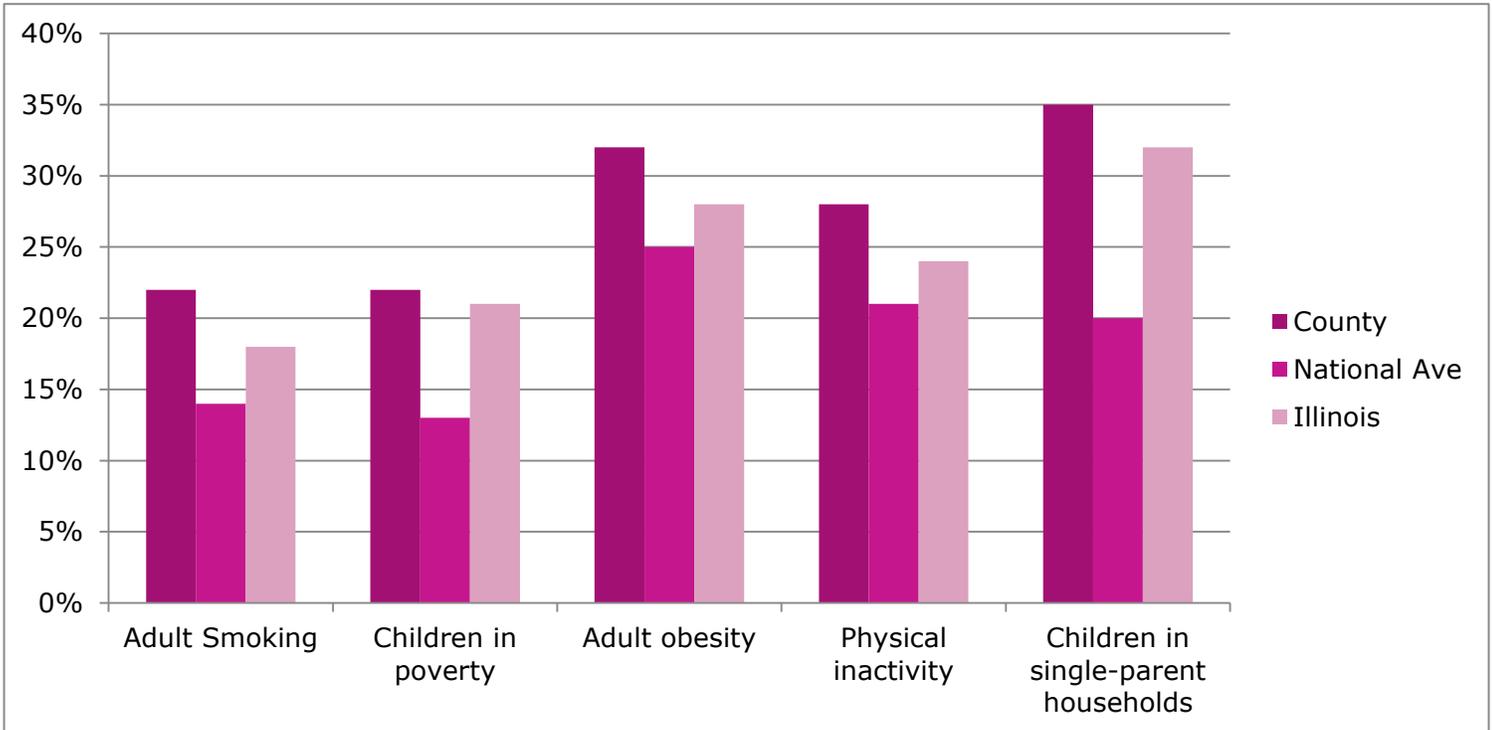
- Families**
- Substance Abuse
  - Teen Pregnancy
  - Single Parents
  - Grandparent Raising Grandchildren
  - Non-Traditional Families
  - Economic Challenges
  - Un/Underemployment
  - Neglect/Inattention of Children from Parents
  - Unawareness of Services Available to Families
  - Homelessness

- Health**
- Teen Pregnancy
  - Obesity
  - Hypertension/Diabetes
  - Rehabilitation
  - Cancer
  - STDs
  - Uninsured
  - Mental Illness
  - Access to Care
  - Abuse/Addictions

- Diversity**
- Those That Have
  - Those That Have Not
  - Growing Hispanic/Ethnic Populations
  - Large Developmental Population
  - Prison-Related Population
  - Socio-Economic Diversity

- Economy**
- Lack of Jobs/Good Jobs
  - Under and Unemployed
  - Over Reliance on Ag Community
  - Aging Population
  - Weak Job Creation Base
  - Lack of Qualified Employee Pool
  - Poverty Levels
  - Loss of Retail & Manufacturing Businesses
  - We're in Illinois
  - High Entitlement Rate

- Education**
- Lack of Funds
  - Low College Educated/Degreed Population
  - Dollar Per Pupil Expenditures are Low
  - Breakdown of Traditional Families
  - Truancy
  - Lower Quality in County
  - Improper Guidance



Source: www.countyhealthrankings.com

## Our Competition

### Direct Competitors

**Pana Hospital Wellness Center**  
**Matrix**  
**Lock-Up**  
**Cross-Fit Gym**  
**Dance Factory**  
**Park District**  
**Springfield/Decatur Y's**  
**Morrisonville PMA**  
**Pana Sports Leagues**  
**Rochester Sports Center**  
**Travel Teams**  
**The DISC**  
**Lifestyles**  
**Vision Way**  
**St. Mary's Church**

### Substitutable Competitors

**Park District**  
**Fire District**  
**School District**  
**Lighthouse Learning Center**  
**Trinity Lutheran Center**  
**Senior Center**

### Resource Competitors

**All United Way Agencies**  
**Vision Way**  
**St. Mary's**  
**Hospitals**  
**Campaigns/Appeals**  
**Park District**  
**Senior Center**

## Our Impact

Our impact statement answers the “why” to the Y’s Mission Statement. The Y seeks to have the following impact on individuals and the communities we serve:

- The Christian County YMCA seeks to serve as the leading resource for programs and facilities that positively impact lives and empower people to be healthier. We seek to support families by emphasizing youth development and by providing programs and organized activities in a safe, secure, Christian environment. We strive to strengthen our communities by bringing families, people and collaborative partners together. Our services are open to all regardless of ability to pay.

## Our Strategic Advantages

Strategic advantages simply stated is the presence of visible, obvious and measureable ways in which the Y differs from and is better than its peers.

1. Aquatics Center/Programming
2. Inclusiveness/Financial Assistance
3. Name Recognition – Reputation & Heritage
4. Volunteer Base
5. Strong Staff
6. Location/Visibility
7. Core Values
8. Diversity
9. Accessibility
10. A.W.A.Y. Program
11. 501 (c) 3 Status
12. Variety/Quality of Programming
13. Organized Sports
14. Collaborations/Partnerships
15. Drop-In Child Care
16. Strong Philanthropic Support
17. Y-USA Resources

## Our Community Input

The Strategic Planning Committee conducted community leader interviews seeking input for the Y's strategic planning process. A diverse group of 82 community leaders and stakeholders participated. Based on the feedback given, a number of themes emerged:

1. The Y is recognized as a positive community asset, offers programming for youth and families while serves all ages and requires the financial support of the community.
2. The most effective programs and services include Youth Sports Leagues, After School Program, Teen Center/Grade School Party, Summer Day Camp and Senior programming.
3. Community needs that the Y should be addressing include Childhood Obesity, Nutritional Education for Families, Competitive Sports Leagues and Diabetes Prevention.
4. The most important Y facilities most important in serving our community are the Aquatic Center, Wellness Center, Gymnasium and Indoor Track.
5. When developing future financial resources; opportunities include Partners in Health Collaborations, Program Collaborations with Community Organizations (hospitals), Endowment Program and Grant Opportunities. Additionally, it is important for the Y to identify different funding sources, develop new/enhanced special events and expand its donor base to include younger individuals and those outside of Taylorville.
6. Priority, development and resources must be directed to Debt Elimination, Facility Renovation/Upgrades, Facility Cleanliness and expanding services to reach more people outside of Taylorville.
7. In order to serve more people the Y will have to 1) reevaluate its current membership structure and pricing to be more inclusive and meet individual needs, 2) develop a comprehensive communication plan to inform and educate our communities on Y programs, services and opportunities for involvement and 3) consider developing and offering outreach programs in surrounding communities.

**Following are the questions and all responses generated from the Community Leader Interviews. (numbers indicate duplicate responses)**

### **1.) Tell me what you know about the YMCA?**

- Youth Programming (31)
- Serves all ages (12)
- Appreciates what the Y does for the community; community asset (11)
- Current/Past Y Member (11)
- Current/Past Y Board Member (11)
- Positive environment & family oriented (9)
- The Y is a charity that needs the financial support of the community (8)
- Exercise Facility (7)
- Frequent Y user/attendee (5)
- Promotes health/wellness (spirit, body & mind) and relationship building (4)
- Doesn't turn anyone away; Financial Assistance Policy (4)

- Christian values (3)
- Is hampered by long-term capital debt (3)
- Supporter of the Y since "day 1" (3)
- Great Executive Director/leadership (3)
- Founded/started in 1980
- Founded/Funded/Lead by local people (2)
- Les Mills Group Exercise classes
- Has historically struggled financially
- I've never been there
- Once the Young Men's Christian Association; now rebranded as "the Y"
- Growth in facility/programs/services has presented management challenges
- Somewhat focused on serving affluent youth of Taylorville
- One of the community assets that sold me on moving my family to Taylorville
- Grew up utilizing the Y for many things

**2.) What are the most effective programs and services offered by the YMCA?**

- Youth Sports/Leagues (36)
- After School program (29)
- Teen Center/Grade School Party (22)
- Summer Day Camp (22)
- Senior programming (water exercise/walking) (21)
- Wellness Center (15)
- Swim Lessons (14)
- Fitness Classes/Les Mills (12)
- Financial Assistance Program (8)
- Rehab collaboration (6)
- Silver Sneakers (6)
- Drop-in Child Care (5)
- Aquatic Center (5)
- Y has a competitive advantage for serving families; can deter single adults
- Lap Swimming Club
- Shelley does a GREAT job
- Indoor option for exercise

**3.) Are there any unmet needs in the community that the YMCA should be addressing?**

- Childhood obesity (12)
- Nutrition education for families; shopping/cooking on a budget (12)
- Competitive youth sports leagues; lot of \$ going out of town for this (4)
- Diabetes program (4)
- Collaborate with Prevention Coalition (Judge Coady) (4)
- After School program in Pana (3)
- Youth Mentoring Program (3)

- Better training/resources for volunteer coaches; kids are going elsewhere (3)
- Christian programming (3)
- Basic skills class programming (values, communication, job attainment, etc...) (2)
- Partner with Park District rather than duplicate services (2)
- Short-term memberships available for winter months/"snow-birds" (2)
- Reduced fee "walking memberships" during the winter months (2)
- Organized social opportunities for adults (without alcohol) (2)
- Accountability for F.A. recipients (volunteer, require good grades, etc...) (2)
- More Senior programming to address growth in this population (2)
- Partner with Senior Center (2)
- Identify ways to communicate Y offerings to low-income families (2)
- Recognize growing "low income" population; keep up with subsidy requirements
- Lack of transportation to the Y for kids if parents can't/aren't willing
- Nets for indoor golf in the mezzanine
- More affordable programming for Seniors
- "Gus Macker" type basketball competition
- Programs specifically for children with disabilities
- Summer enrichment classes for kids; different topic each week
- Group Physical Therapy/Rehab; once done with hospital program
- Transportation for children outside of Taylorville
- Establish Y as community leader in fitness for all ages
- Indoor soccer
- Collaborate with hospital on Lose to Win contest (participant memberships)
- Programming/Activities for High School students (keep away from parties)
- Youth inactivity/sedentary lifestyles
- Collaborate with Eagle Scouts for service projects at the Y
- Further rehabilitation opportunities
- Stronger social media presence
- Blood pressure machine in lobby
- Outreach plan to serve unemployed (keep active)
- Hot Yoga

**4.) What facility features are most important in serving children, adults and families?**

- Aquatic Center (44)
- Wellness Center (27)
- Gymnasium (20)
- Indoor Track (8)
- Drop-In Child Care (7)
- After School Program room (6)
- All are important (6)
- Racquetball Courts (4)
- Group Exercise rooms (4)
- Soccer Fields (3)
- Larger walking track with comfortable surface (3)

- Playground (2)
- Family Locker Rooms (2)
- Mezzanine could be better utilized (pickle ball)
- Free Fitness Orientations
- Member Guest Passes
- Community needs high quality/maintained tennis courts

## **5.) What new opportunities should the YMCA focus on when developing future financial resources?**

- More "Partners in Health" collaborations (11)
- Collaboration with hospitals (10)
- Endowment program (partner/sponsor events with attorneys/financial advisors) (9)
- Grant opportunities (7)
- Engage and serve the agriculture community; significant financial resources (4)
- Debt must be eliminated first (4)
- Pana is an "un-tapped" resource; get them involved and the \$'s will follow (3)
- Community education; communicate the good work the Y is doing across the County (3)
- NEW fundraiser instead of the auction; need something "fresh" to draw attendance (3)
- Collaboration with School Districts (3)
- Consider bringing back "Service Club Olympics" (2)
- Communicate a comprehensive needs list (facilities/equipment) with associated costs (2)
- Younger donor base (2)
- Explore ALL funding options (2)
- Utilize Social Media (2)
- Distribute more "free" Day Passes to expose the Y to potential members (2)
- Be aware of "tipping-point"; paying members vs. F.A. recipients
- Youth event (carnival) that will draw parents
- "Touch a Truck"
- Personal contact with people in rural communities is important
- Capitalize on serving adult fitness and youth recreation opportunities at one place.
- Present Sustaining Drive as sponsoring a child/family for a session/year
- "Non-event" fundraisers similar to Sustaining Drive
- 5K Run/Walk
- Community's ability to give has fallen behind the increasing need for support
- Expand services outside of Taylorville; market "out-of-towners"
- Community event(s); at the YMCA with live music
- If Y is offering the high quality programs/services; other communities will get involved
- Ensure programming is relevant and needed
- Partner with Ins. Companies; similar to "Partners in Prevention" at Springfield Clinic
- Military discount on membership
- Fundraiser centered around Final Four or Illini athletics
- Partner with Arts Council to offer workshops/classes
- Physician solicitations

**6.) What one wish would you want realized by your YMCA?  
I wish the YMCA could ....? Please think outcomes, not activities.**

- *Be debt-free (22)*
- *Facility (original) renovation; modernize (17)*
- *Locker Room upgrades (13)*
- *Significant upgrades in gymnasium (9)*
- *Expand services and reach more people in other communities (9)*
- *Cleaner facility (8)*
- *Address Teen/Youth issues; bullying, peer pressure, teen pregnancy, etc.. (6)*
- *More lap lanes so we could host swim meets (4)*
- *Offer adult sports leagues (4)*
- *Branch in Pana (3)*
- *Increase/expand staff (3)*
- *Better facility supervision; enforce rules, clean-up messes & assist members (3)*
- *Establish a foundation; self-sustainability (3)*
- *The Y could provide transportation (bus) to get kids outside Taylorville involved (2)*
- *Weekday Group Exercise classes before work (6:00am) (2)*
- *Have a lounge area (couches, tv, etc.); develop relationships/gathering place (2)*
- *Programs for those with special needs (2)*
- *Pool is a significant "drain" on Y resources*
- *More welcoming entrance*
- *Wellness Center staffed at all times; assist members enforce rules*
- *Become a "safe haven" for children in abusive families*
- *Partner with other social service agencies so their programs can use Y facilities*
- *Y promotion throughout Christian County & beyond*
- *Weight loss resource for the community*
- *Deeper impact with Health/Wellness*
- *Mentoring programs*
- *Expand Les Mills offerings*
- *Upgrade the parking lot*
- *More communication via advertisements & social media*
- *Parade participation in surrounding communities*
- *Group exercise studio renovation (wood floors)*
- *County "charity of choice"*
- *Highest quality staff that's compensated accordingly*
- *Affordable pricing so everyone could participate*
- *Offer/supervise "free" summer activities to get kids active*
- *Target a wider group to be physically fit*

**7.) What do you think is holding people back from becoming a YMCA member?**

- *Cost/Financial ability (32)*
- *Unaware of everything the Y offers (lack of knowledge) (15)*
- *Too many other commitments in life (12)*

- Health & Fitness is not a high priority for many; not educated (7)
- Not utilizing the facility enough to justify; consider seasonal memberships (6)
- Time for those not in Taylorville; consider outreach programs (send instructors) (5)
- Facility cleanliness/deferred maintenance (5)
- Single memberships are subsidizing families; cheaper elsewhere for single adults (5)
- Poor experience(s) in the past (staff/facility) (3)
- Flexibility of open hours; other facilities are open 24 hours (3)
- Utilizing a different fitness center/competition (3)
- Some people don't like exercising in front of others/embarrassment (2)
- Sometimes facility is too busy with kids
- People are lazy
- Signing a contract is required
- Perception that the Y is mainly for kids
- The "Y experience" is just OK; should be aiming at WOW!!
- Some people only want to use Wellness Center & don't want to pay for other areas
- Transportation
- Lack of personal outreach; Y should make phone calls to non-members

## **8.) Other**

- Facility needs to be cleaner (4)
- Locker room doors (pressurized) to pool are dangerous (3)
- Fitness equipment needs updating (Precor) (3)
- Get kids involved; parents will follow (3)
- Have a "Community Open House" to communicate everything you offer (2)
- Better facility signage is needed (2)
- Digital scales in locker rooms
- Synchronized clocks in facility
- Need big bulletin board in lobby with all programs/services listed (menu)
- Market benefits of regular exercise
- YBL; refs do more teaching (progressive learning)
- Address deferred maintenance
- Carpet in men's locker room must be replaced
- Supervision is needed in men's locker room for rental groups
- Staff walk through facility daily to assess conditions
- Have a contest asking the community what the Y should be doing in the future
- More Christian based programs
- Direct mail piece to educate those outside of Taylorville
- Surveying community leaders indicates good management!!
- Board members & volunteers should be commended for all their efforts

# Our Identity Profile

<b>We advance our mission of...</b>	To put Christian principles into practice through programs that build healthy spirit, mind and body for all.		
<b>Our Promise:</b>	To strengthen the foundations of community.		
<b>Our Values:</b>	Caring... show a sincere concern for others Honesty... be truthful in what you say and do Respect... follow the golden rule Responsibility... be accountable for your promises and actions		
<b>Our Voice:</b>	Determined, Genuine, Welcoming, Hopeful, Nurturing		
<b>and seek to:</b>	Improve our community through our focus of youth development, healthy living and social responsibility.		
<b>by serving</b>	People of all ages.		
<b>in...</b>	Christian County and its surrounding communities.		
<b>through: [programs or services]</b>	<b>Youth Development</b> <i>Nurturing the potential of every child and teen.</i> <ul style="list-style-type: none"> <li>• After School Program</li> <li>• Drop-In Child Care</li> <li>• Day Camp</li> <li>• Swim Lessons</li> <li>• Swim Team</li> <li>• Tumbling</li> <li>• Dance</li> <li>• Martial Arts</li> <li>• Teen Center</li> <li>• Youth Basketball</li> <li>• Youth Soccer</li> </ul>	<b>Healthy Living</b> <i>Improving the community's health and well-being.</i> <ul style="list-style-type: none"> <li>• Walking/ Swimming Club</li> <li>• Rehabilitation Program</li> <li>• Youth Wellness Center</li> <li>• Personal Training</li> <li>• Group Exercise</li> </ul>	<b>Social Responsibility</b> <i>Giving back and providing support to our neighbors.</i> <ul style="list-style-type: none"> <li>• Healthy Kids Day</li> <li>• Adult Health Fair</li> <li>• Certification Training (CPR, First Aid, etc.)</li> </ul>
<b>and emphasizing our strategic advantages of:</b>	Due to our unique advantage of being an all-inclusive association that works to benefit everyone in our community		
<b>We are sustainable by...</b>	Continuing to grow our leadership and donor base to provide more programs to our community and bridge the gaps that are currently affecting our service area.		

## Our Big Questions

The Strategic Planning Committee meeting held on June 18, 2014 identified the following opportunities and threats facing the Y and will begin to build organizational, programmatic and operational strategies to answer the Big Questions:

- 1. How do we sustain financial results? (9)**
- 2. How do we fund needed facility improvements? (9)**
- 3. How can we examine our current operations to reprioritize as needed? (7)**
- 4. How do we increase Community/County awareness? (6)**
- 5. How do we leverage what we do best? (6)**
6. How do we become THE place to be? (5)
7. How do we communicate the health benefits of Y participation? (3)
8. How do we adapt to changing community demographics? (3)
9. How do we involve other communities? (3)
10. How do we best cultivate & develop the donor base? (2)
11. How do we prioritize needs vs. wants? (2)
12. How do we address the rising rate of obesity/diabetes and fund it? (1)
13. How do we maintain affordability? (1)
14. How do we balance mission and competition (Youth Sports)? (1)
15. How do we respond to community input? (1)
16. How do we balance nutritional programs with affordability? (1)

## Our Strategy Screen

The strategy screen for the YMCA's Big Questions will guide our discussion at the board and leadership level. The vetting process is neither a checklist nor a list of absolutes—it is explicit criteria for decision-making, a tool to challenge the organization's thinking and aids in weighing choices.

- Be consistent with our mission.
- Enhance our Strategic Advantages.
- Include measurable impact and ongoing evaluation.
- Meet valid, data-driven needs.
- Ensure that we are uniquely qualified to meet community needs.
- Be fiscally responsible for the organization.
- Favorable peer benchmarking (if available) should be explored.
- Strengthen our impact on the community.
- Consistent with our Strategic Plan.

# Our Strategies

Big Question	Strategic Direction		Strategic Actions
<b>1. How do we sustain financial results while funding needed facility improvements?</b>	<b>From:</b> Not Funding Depreciation	<b>To:</b> Funding All or a % of Depreciation	<ul style="list-style-type: none"> <li>- Establish a Maintenance Reserve line-item</li> <li>- Budget % of annual Contributed Revenue to Maintenance Reserve</li> <li>- Achieve and maintain a minimum balance of \$_____. (Board Discussion)</li> </ul>
	<b>From:</b> Taylorville Donor Base	<b>To:</b> County-Wide Donor Base	<ul style="list-style-type: none"> <li>- Recruit fundraising volunteers outside of Taylorville</li> <li>- Communicate Financial Assistance policy outside of Taylorville</li> <li>- County-wide program &amp; service delivery</li> </ul>
	<b>From:</b> Long-Term Capital Debt	<b>To:</b> Debt Free	<ul style="list-style-type: none"> <li>- Form "ad hoc" committee to eliminate debt</li> <li>- Once all capital pledges are paid; Y operations will pay \$_____ in unscheduled monthly principal</li> <li>- If progress is limited; consider hiring a consultant (short-term) to eliminate debt</li> </ul>
	<b>From:</b> No Endowment Development	<b>To:</b> Actively Developing Endowment	<ul style="list-style-type: none"> <li>- Establish an Endowment Committee with a chart of work and goals</li> </ul>
	<b>From:</b> Deferred Maintenance	<b>To:</b> Preventative Maintenance	<ul style="list-style-type: none"> <li>- Regularly update prioritized facility needs list with cost estimates and monitor progress</li> <li>- Develop maintenance schedules for all equipment and systems</li> <li>- Develop an equipment replacement plan</li> </ul>
	<b>From:</b> Primarily Serving Taylorville	<b>To:</b> Deeper County-Wide Penetration	<ul style="list-style-type: none"> <li>- Increase county-wide marketing efforts</li> <li>- Identify out-of-town members to assist in assessing the needs and participation obstacles of other communities</li> <li>- Offer programs and services addressing these needs and obstacles</li> </ul>

<b>From:</b> Operational Financial Development	<b>To:</b> Organizational Financial Development	<ul style="list-style-type: none"> <li>- Fund depreciation to develop a maintenance reserve account</li> <li>- Establish an active Endowment Committee with a chart of work and goals</li> <li>- Research grant opportunities to help fund programming, facility improvement &amp; staffing</li> <li>- Consider a professional membership or consultant to assist in identify grant opportunities &amp; successful application</li> </ul>
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Big Question	Strategic Direction	Strategic Actions
<p><b>2. How do we examine our current operation to reprioritize and improve upon issues identified by members, volunteers and community leaders while leveraging what “we do best”?</b></p>	<p><b>From:</b> Facility is Often Dirty</p>	<p><b>To:</b> Facility Consistently Clean</p> <ul style="list-style-type: none"> <li>- Allocate more resources to housekeeping staff</li> <li>- Detailed cleaning checklists/processes for staff with regular supervisor inspections/feedback</li> <li>- Improved utilization of volunteers (work force development &amp; community service)</li> <li>- Consider “Manager on Duty” schedule</li> </ul>
	<p><b>From:</b> Under Staffed</p>	<p><b>To:</b> Fully Staffed with Organizational Structure</p> <ul style="list-style-type: none"> <li>- Conduct a staffing audit; implement staff reorganization</li> <li>- Develop a volunteer development plan to increase organizational efficiency</li> <li>- Update job descriptions with correlating wage ranges for each position; staff recognition</li> </ul>
	<p><b>From:</b> “Status Quo” Programming</p>	<p><b>To:</b> Programs Reflecting Community Needs</p> <ul style="list-style-type: none"> <li>- Conduct programming &amp; services needs assessment; all communities</li> <li>- Research successful peer programming (other Y’s and regional organizations)</li> </ul>
	<p><b>From:</b> Primarily Task Focused</p>	<p><b>To:</b> Member Service/Experience Focused</p> <ul style="list-style-type: none"> <li>- Implement on-going customer service trainings for all staff (Bill Johnson/Y-USA)</li> <li>- Develop customer service “Best Practices” to be included in new employee orientation; include staff incentive/recognition program</li> <li>- Seek information from other Y’s</li> </ul>

**From:** Undefined Processes  
**To:** Best Practices for all Departments  
 - Form "ad hoc" committee to research and develop organizational Best Practices  
 - Develop a binder of "General Procedures" to assist staff in serving members/participants and operating facility systems

Big Question	Strategic Direction		Strategic Actions
<p><b>3. How do we best educate the public and increase awareness in an effort to increase county-wide participation and become THE place to be?</b></p>	<p><b>From:</b> Local Service Agreements</p>	<p><b>To:</b> Strategic Partnerships</p>	<ul style="list-style-type: none"> <li>- Identify organizations that provide similar services and/or are addressing similar issues for potential collaboration to maximize resources &amp; outcomes</li> <li>- Develop collaboration proposals and share with leadership of potential collaborators</li> <li>- Identify organizations and opportunities that align with our identified Strategic Actions</li> </ul>
	<p><b>From:</b> Standard Membership Options</p>	<p><b>To:</b> Inclusive Membership Structure</p>	<ul style="list-style-type: none"> <li>- Identify "specific populations" within our service area and assess needs/obstacles (snow birds, ag community, out of town, etc..)</li> <li>- Evaluate and reorganize membership structure; develop communication plan</li> </ul>
	<p><b>From:</b> Taylorville Member Recruitment</p>	<p><b>To:</b> County-Wide Member Recruitment</p>	<ul style="list-style-type: none"> <li>- Identify contacts and assess needs of other communities in our service area; consider satellite programs</li> <li>- Include entire County in Marketing Plan</li> <li>- Identify opportunities for involvement in other communities</li> </ul>
	<p><b>From:</b> Advertising as Needed</p>	<p><b>To:</b> Comprehensive Marketing Plan</p>	<ul style="list-style-type: none"> <li>- Establish a standing Marketing Committee with a chart of work and goals</li> <li>- Expand marketing mediums to increase reach</li> <li>- Utilization of Y-USA Brand Resource Center for templates and best practices</li> </ul>



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**The Y. We're for youth development, healthy living and social responsibility.**

