

ENVISIONING THE FUTURE

YMCA OF METROPOLITAN FORT WORTH | VISION PLAN 2025

A VISION FOR THE FUTURE

Driven by a 2021 community assessment and feedback of the region's challenges and most pressing needs—including mental health concerns, loneliness, childcare challenges, disadvantaged youth and food insecurity—the YMCA developed strategic priorities to further its efforts in youth development, healthy living and social responsibility.

As it moves into the next decade, the YMCA will continue to invest in people, community centers and programs. That includes facilitating partnerships across the public, private, nonprofit and philanthropic sectors to improve the well-being of residents by reducing disparities and addressing economic determinants of health. Areas of growth will include community outreach through:

- Safe gathering places for youth to grow, thrive and build confidence and independence.
- Innovative facilities and initiatives to support the educational and recreational needs of children and families.
- Spaces and programs for seniors to connect and develop relationships.
- Modern, inclusive facilities that meet individual communities' unique needs.
- Outreach programs and volunteers to strengthen the foundations of the YMCA's work in the region.

The Y will serve our communities in more significant ways, and truly embrace our Vision of being “the market leader in creating experiences that strengthen families.”

LETTER FROM THE PRESIDENT

In December of 2020, I began my journey with the YMCA of Metropolitan Fort Worth as President & CEO. I was charged with learning, listening and meeting our communities. I spent time traveling to branches, meeting staff, understanding each of our communities and introducing myself to more than 500 leaders, members and volunteers throughout the Metroplex.



I am excited to work alongside our team and our volunteers to accomplish this bold vision our board set several years ago. We recognize who we are, how we show up and the purpose of our organization must be reinvigorated. Change will be a constant for the next several years.

We'll fulfill our mission and activate our brand vision of being the leader in creating experiences that strengthen families through dedicating our energy and resources on the following priorities:

- 1. NURTURING THE POTENTIAL OF EVERY CHILD AND TEEN**
- 2. IMPROVING THE REGION'S HEALTH AND WELL-BEING**
- 3. GIVING BACK AND PROVIDING SUPPORT TO OUR NEIGHBORS**
- 4. BUILDING SIX DISTINCTIVE TARGETS TO DRAMATICALLY IMPACT RESULTS**

These priorities presented are the foundation of our Vision 2025. A plan that builds on our 133-year history and require the investment to fuel change and our purpose. It will help us stabilize and grow a reimagined YMCA for the greater Fort Worth region. We must consider that change is no easy task. After months of teaching, coaching and reinvigorating our staff leadership, they are equipped to put this plan into action. With the Board of Director's approval, I have the resources to expedite the plan, honor the vision and move our YMCA toward success in our future.

I am excited and optimistic about our future. It is with the support from our community that we'll be able to effectively move the Y forward. By 2025, our neighbors will have a greater understanding of the significance of the Y in their lives and how, together, we make a difference. Join us on this journey of change.

Mike Brown
President & CEO

ABOUT THE Y



The YMCA of Metropolitan Fort Worth serves our greater Fort Worth area through 13 branches, including YMCA Camp Carter, YMCA Sports Complex and Association Childcare. We seek to transform lives by ensuring that everyone has an opportunity to grow and thrive, regardless of age, income, or background. Established in 1890, when Fort Worth was just a frontier town, the YMCA now directly serves Tarrant, Johnson and Hood counties, impacting more than 100,000 residents each year, through 10 dedicated community centers, more than 50 program locations and numerous services across the region.

MISSION

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

VALUES

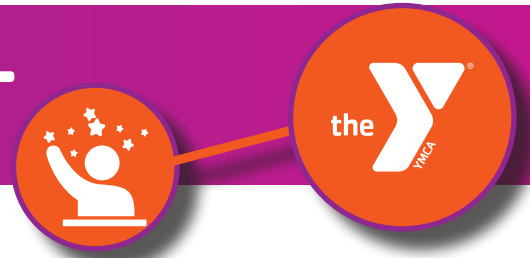
1. The YMCA is committed to putting Christian principles into practice. YMCA programs, activities, and relationships teach and model Christian values in order to strengthen kids, families, and communities. Caring, honesty, respect, and responsibility are evident in all that we do.
2. We are a private, nonprofit, membership-based organization that serves the greater Fort Worth area. We seek to broaden an individual's involvement, first from participant to member and later to volunteer, donor, and advocate.
3. YMCA programs are developmental in nature, helping people grow in spirit, mind, and body, while recognizing the benefits of recreational time and pursuits.
4. We seek to be fairly priced, affordable to all, and perceived as a good value. Charitable and earned revenue together provide the necessary resources to accomplish our mission. Generous and easily-accessible financial assistance keeps our programs and facilities open to all. Now in 2022, YMCA staff and volunteers will begin the work and strategy to bring the vision back as a priority.

AREAS OF IMPACT

The YMCA is an organization that serves all people, from all backgrounds and all walks of life. Our purpose is to strengthen community. Our areas of impact include:

- **Youth Development:** Empowering young people to reach their full potential.
- **Healthy Living:** Improving individual and community well-being.
- **Social Responsibility:** Providing support and inspiring action in our communities.

NURTURING THE POTENTIAL OF EVERY CHILD AND TEEN



We believe the values and skills learned early in life are vital building blocks for the future. The YMCA of Metropolitan Fort Worth is committed to ensuring young people, regardless of their gender, ethnicity, economic or social status, are nurtured in a caring, stimulating and safe environment. The greatest concerns for our youth are that they feel safe, are healthy, and are provided the opportunities to reach their fullest potential as active, contributing members of the community.

Educators and administrators have widely agreed that remote learning has not been the best environment for students and has caused learning losses that could set children back for life. A call to assist in closing the gap requires considerable investment and participation to provide all young people with the greatest opportunities to learn and grow.

Other concerns include a growing decline in physical activity among youth, safe neighborhoods for children and teens, and the absence of structure and supportive services for out-of-school teens.

Strategic Priorities

- 1** Improve youth health and wellness for a healthier region
- 2** Promote programs and public policy that protect children and support families
- 3** Improve academic proficiency for children enrolled in the Y's programs and services
- 4** Support the positive growth and development of teens



IMPROVING THE REGION'S HEALTH AND WELL-BEING



Being healthy means more than simply being physically active. While the region is ranked as one of the fastest growing in the country, deep divides exist in access to health care, wellness facilities, obesity and chronic disease. To address these disparities, the Y will engage at all levels to help more people understand the benefits of living healthier while working with insurance providers, employers and community partners to give them access to the services they need.

Strategic Priorities

- 1** Position our association as an experienced thought leader, and a resource for improving the quality of health within the communities we serve
- 2** Model the health and wellness we work to bring to communities
- 3** Facilitate partnership efforts across the public, private, non-profit and philanthropic sectors to improve the health of the region's residents by reducing health disparities and addressing social and economic determinants of health



GIVING BACK AND PROVIDING SUPPORT TO OUR NEIGHBORS



Residents of the region love how it has grown more vibrant and diverse. However, in many cases there remains a lack of regional solutions to personal and social ills, and people who are not getting the help they need. We hope that through the support of volunteers and public and private donors, we can support and give back to the communities we engage while fostering a sense of inclusion.

Strategic Priorities

- 1** Develop outreach programs and volunteers to strengthen the foundations of the Y's work in the region
- 2** Increase opportunities to serve our neighbors in need by expanding our geographic reach
- 3** Make our Y the place where people want to donate their time, talent, and treasure to help meet our communities' evolving needs



THE TARGETS



LEADERSHIP

Reshape the team by promoting high-performance behaviors including ROI success goals.

Leadership Development. Invest in the training, groups, and consultation necessary to bring all our leaders to the next level in their work including a focus on integrated diversity, equity and inclusion goals.

Leadership Expectations: We will modify the model for leadership success building on high-performance behaviors such as sharing information freely, identifying and dealing with conflict swiftly, solving problems creatively, supporting one another, and presenting aligned support to stakeholders once decisions have been made.

VOLUNTEERS

Build a strong ecosystem of support through volunteers and donors to support the organization to boost impact, sustainability and ultimate success of the organization.

Board Development. Prioritize the thoughtful development and growth of the Board of Directors and Branch Advisory Board members in their role as organizational advocates and owners of the mission.

Volunteer Strategy. Build an annual strategy for the recruitment, development and engagement for volunteers with a goal 2:1 ratio of volunteers to staff.

INNOVATION

Successfully aligning well-informed strategies and disciplined implementation with the right team in place to prioritize, support and execute initiatives effectively.

Evaluate the Work. Measure programs and services against proven quality standards. Reinvent, redesign and reconnect to achieve success through implementing best practices and seeking regular feedback on our work.

The Experience! Create an experience that is known for excellence in the communities we serve. Align our teams, processes, systems and relationships to create unforgettable interactions that highlight the best in each person's nature.

THE TARGETS



COMMUNITIES

Improve the mental and emotional well-being of communities through the creation of welcoming environments that call-in others feeding their need to be loved and respected, staving off the feelings of loneliness and rejection.

Expand our Reach. Move beyond current boundaries to bring programming, services and relationships to the 7+ counties in our Metro area with a nearly 3-million-person impact. This is also achieved by ensuring access of programs to ALL by exploring different avenues for building community.

Have a Seat at the Table. The YMCA's opportunity is limitless. As members of our community, we will share our expertise in all three impact areas and be present as a leader to discuss social issues, wellness, policy, leadership, services and a variety of programs.

PARTNERSHIPS

Grow and strengthen partnerships with well-known, trusted organizations to co-elevate impact.

Better Programs. Intentionally identify organizational collaborations to reduce redundancy in programming, combine strengths of existing programs and share a wider set of community resources and tools when building new programs. This efficiency and shared approach has a greater opportunity to reach desired outcomes in a shorter time-frame maximizing community reach and program quality.

Promote Inclusivity. Invite fresh perspectives from new sectors to guide the organization on how to better serve and support our neighbors.

FRIENDRAISING & DEVELOPMENT

Build sustainable, transformational relationships with persons, foundations and corporations, to get to know them better, and to (co)create a wide variety of ways to support the mission impact.

Develop Fundraising Structure. Center philanthropic activities on building genuine relationships and activities that cultivate a community of supporters.

Achieve a Wider Philanthropic Reach. Develop association-wide and local strategies to more deeply engage the various communities we serve through awareness events, enhanced stewardship and volunteerism.

Learn more about Vision 2025 and the role you can play in this life-changing work.



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