



STRATEGIC PLAN

2021-2024

McGaw YMCA
Evanston, Illinois

MCGAW YMCA For a Better Us.

At the Y, strengthening community is our cause. Every day, we work in partnership with our neighbors to make sure that everyone in our diverse and vibrant community has the opportunity to learn, grow and thrive.



MISSION STATEMENT

The McGaw YMCA cultivates the whole person, strengthens community, and provides equitable access to transformational experiences that uplift the mind, body and spirit.

OUR VISION FOR THE FUTURE

The McGaw Y will be a place of belonging for all people at every stage of life.

OUR VALUES

Our core values of caring, honesty, respect and responsibility will guide our behaviors.

OUR AREAS OF FOCUS

YOUTH DEVELOPMENT: Nurturing the potential of every child and teen for a path of success.

HEALTHY LIVING: Improving the health and well-being through partnerships with health care.

SOCIAL RESPONSIBILITY: Foster a greater sense of engagement to provide support to our neighbors.

STRATEGIC PLANNING PROCESS

Our planning process included research, interviews and working sessions.

Our strategic planning process included research, interviews and working sessions to understand our starting point and strength, and to identify where we need to focus our future efforts.

Prior to the onset of COVID-19, McGaw's Leadership team and members of the Board came together to host listening sessions and to interview diverse community stakeholders including, YMCA members, program participants, staff, non-profit leaders, businesses, donors, partners, and representatives from public and private sectors.

These are the key community needs that emerged from stakeholder feedback.

- Institutional and systemic barriers that result in oppression and racism
- Food and housing insecurity
- Mental health and well-being
- Lack of teen services
- Chronic disease support
- Belonging and equitable access for historically excluded groups
- Support for aging adult social isolation
- Need for healthy lifestyle options for families
- Partnerships and collaborations are critical
- Role modeling diversity, equity, and inclusion and social justice



STRATEGIC ADVANTAGES

As part of our research, we built consensus about the McGaw YMCA Strategic Advantages.

Trusted By Our Community

- For over 135 years the McGaw Y has been a well trusted, cause-based, values based collaborative organization within the community.

National Brand

- Strong local reputation for YMCA national brand.

Responsiveness

- We serve diverse communities across their full lifespan.
- We create deep partnerships for collective impact.
- We have capacity and a willingness to respond to the most pressing needs of our community.

Programming

- Our breadth and scope of program variety which incorporates all ages, ability, and diverse groups

People

- Our dedicated staff and volunteers.
- Our committed members and donors.



STRATEGIC APPROACH

As we carry out our strategic plan, we will continuously focus on a process that results in living out our mission and vision through equity, capacity building, and community impact.

As we carry out our strategic plan, we will:

- Make continuous growth toward becoming an anti-racist, multicultural organization where everyone belongs.
- Provide access and opportunity to our entire community, especially those we are not currently serving or those who have been historically excluded in Evanston and surrounding areas.
- Develop and build the capacity of our staff to serve the needs of the community.
- Use a Strategy Screen to ensure we are making equitable, data-informed decisions that address the ever-changing needs and result in measurable community impact.



STRATEGIC PRIORITIES

As we move toward the year 2024, we will focus on four strategic priorities.

Strengthening Community & Social Responsibility

By creating powerful and transformative relationships, McGaw YMCA will improve the quality of life of our members, increase involvement in our community and deepen compassion through meaningful connections.

Education & Youth Development

Education is fundamental to a strong community. In partnership with families and educators in our community, the YMCA will work to create equitable academic and life outcomes.

Community Health & Well-being

Physical and mental health is central to a thriving community. The YMCA works every day to facilitate improved health outcomes and promote health equity.

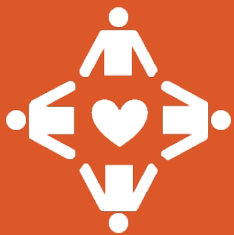
Organizational Excellence

Building talent and infrastructure that supports recovery and sustained growth with an intentional focus on equity.



STRENGTHENING COMMUNITY & SOCIAL RESPONSIBILITY

By creating powerful and transformative relationships, McGaw YMCA will improve the quality of life of our members, increase involvement in our community and deepen compassion through meaningful connections.



GOALS:

- Our Y will create opportunities for engagement and learning in community and across the community.
- Improve the quality of life for resident members.

MEASURES:

- Percentage of Y members reporting a greater sense of belonging.
- Expand opportunities to participate in Y programming across the community.
- Increase the degree to which the Y represents the demographics of our community.
- Successful renovation of the residents living and program spaces.

EDUCATION & YOUTH DEVELOPMENT

Education is fundamental to a strong community. In partnership with families and educators in our community, the YMCA will work to create equitable academic and life outcomes.



GOALS:

- Y youth succeed in educational and developmental opportunities.
- Amplify and diversify the range of year-round high-quality out of school experiences.
- Build confident, compassionate, and resilient youth and young adults.
- Youth are safe in and around water.

MEASURES:

- Measure and increase school readiness and success in Y youth.
- Evaluate and maintain high quality, impactful out of school experiences that result in strong personal growth and outcomes.
- Continue and deepen collaborations that focus on youth well-being.
- Become the lead provider in swim safety and swim instruction to create a safe waterfront community.
- Grow the number of youth (aged 16-24) employed by the Y.

COMMUNITY HEALTH & WELL-BEING

Physical and mental health is central to a thriving community. The YMCA works every day to facilitate improved health outcomes and promote health equity.



GOALS:

- Collaborate and partner with healthcare and community-based organizations to promote mental and physical well-being.
- Address nutrition and food security across our communities.

MEASURES:

- Evaluate and increase the percentage of members reporting that they are achieving their health and wellness goals.
- Deepen quality of partnerships/programs with healthcare and community-based organizations.
- Evaluate and expand existing well-being programs.
- Integrate food programs and nutrition education into Y programs.

ORGANIZATIONAL EXCELLENCE

Building talent and infrastructure that supports recovery and sustained growth with an intentional focus on equity.

Diversity, Equity & Inclusion

Membership

People

Financial Sustainability



DIVERSITY, EQUITY & INCLUSION (DEI)

GOAL: Ensure the Y is welcoming, safe, and accessible for all people at every stage of life.

MEASURES:

- The Y becomes an anti-racist, multicultural organization with a thriving culture.
- DEI is at the core of how we do our work.
- Increased percentage of Y members and staff reporting a greater sense of belonging.

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Diversity, Equity & Inclusion

Membership

People

Financial Sustainability



MEMBERSHIP

GOAL: Expand the Ys reach to serve and impact more people.

MEASURES:

- Maintain high-quality programs and services that consistently deliver impactful experiences that result in personal growth.
- Enhance member experience through improved customer service, technology, and facility/equipment improvements.
- Expand the use of accessible, culturally responsive messaging for continued membership and program growth.

ORGANIZATIONAL EXCELLENCE

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Membership

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Financial Sustainability



PEOPLE

GOAL: Recruit, develop, and retain diverse staff and volunteers to create a welcoming place for all.

MEASURES:

- Evaluate and enhance McGaw's employee and volunteer value proposition.
- Provide a holistic approach to meet the diverse need of employees to improve total well-being.
- Ensure that staff and program volunteers are equipped to be successful YMCA ambassadors.
- Evaluate the increased degree to which the Y staff, board members, volunteers and donors represent the demographics of our community.

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FINANCIAL SUSTAINABILITY

GOAL: Maintain a reliable recurring revenue stream to cover all costs and achieve financial results that are consistent with the expectations of the organization.

MEASURES:

- Grow and diversify revenue streams to fund equitable access to programs and expand service offerings.
- Increase contribution revenue as a percentage of total revenue to support organizational recovery and growth.
- Diversify donor base to reflect the community.

MCGAW YMCA LEADERSHIP & LOCATIONS

EXECUTIVE LEADERSHIP

Monique Parsons – President/CEO
 Nicole Woodard – Chief Operating Officer
 Jodi Wickersheimer – Chief Development Officer
 Cynthia (Cyndi) Hoffman – Chief Financial Officer
 Evangeline Semark – Chief Marketing & Communications Officer
 Lynn Mihevc – Senior Director, Human Resources

BOARD OF DIRECTORS

OFFICERS (2021-22 TERM)

Chair: Janine Hill
 Vice Chair: Mark Metz
 Treasurer: Sean Reynolds
 Secretary: Carey Bartell

Omar Brown	Ryan Ollie
Marcus Campbell	Marquis Parker
Aracely Canchola	Allie Payne
Michael Cornell	John Pratt
Mireya Dominguez	Marjorie Rallins
Angela Edwards-Campbell	Sarita Smith
Curt Hansen	Vincent Sweeney
Katherine Heid	Evonda Thomas-Smith
Casey Miller	Lisa Yang
Sebastian Nalls	

SENIOR LEADERSHIP

Becky Slenk – Associate Branch Executive Director, Membership & Programs
 Bernard Rocca – Branch Executive Director, Camp Echo
 Roland Fouche – Senior Director, Men's Residence Program
 Marc Blettry – Senior Director, IT & Telecommunications

MCGAW YMCA

1000 Grove Street
 Evanston, IL 60201

MCGAW YMCA CHILDREN'S CENTER

1420 Maple Avenue
 Evanston, IL 60201

MCGAW YMCA at FAMILY FOCUS

2010 Dewey Avenue
 Evanston, IL 60201

MCGAW YMCA CAMP ECHO

3782 S Triangle Trail
 Fremont, MI 49412

 mcgawymca.org

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**FOR YOUTH DEVELOPMENT®
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY**