



FOR YOUTH DEVELOPMENT®
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY

BUILDING COMMUNITY TOGETHER

2026–2030 Strategic Plan

YMCA of Greensboro

ymcagreensboro.org

Dear YMCA Family, Partners, and Community Members,

The YMCA of Greensboro has long been shaped by the people we serve and the communities we call home. This 2026–2030 Strategic Plan reflects both careful listening and thoughtful planning, rooted in our mission, informed by data, and guided by the belief that the Y must continue to evolve to remain relevant, trusted, and impactful.

Over the past year, board members, staff, volunteers, and community partners worked together to assess where we are, where our community is headed, and how the YMCA can best respond. The result is a focused plan that prioritizes sustainable growth, a thriving and mission-driven workforce, deeper belonging and connection, and a strong culture of philanthropy. These goals are intentionally ambitious yet practically designed to strengthen our foundation while expanding access and opportunity for those who need the Y most.

This plan is not a promise of perfection, but a commitment to progress. As such it is a living, breathing document that will evolve over time; it is not static. It challenges us to innovate responsibly and continually, invest in our people, strengthen partnerships, and steward resources with integrity. A key part of this work is strengthening philanthropy, not simply to raise funds, but to ensure greater access to the YMCA through scholarships and financial assistance, so individuals and families can participate regardless of income. In doing so, we reaffirm our commitment to belonging and community impact.

We are grateful for the trust placed in this organization and for the collective effort that brought this plan to life. Together, we look forward to the work ahead and to continuing to serve as a steady, responsive, and inclusive force for good in our community.

Thank you.



Rhonda M. Anderson
President & CEO



Matt Bailey
Chief Volunteer Officer

COMMITTEE MEMBERS

Rhonda Anderson
Matt Bailey
Bruce Griffin, Facilitator
Lynn Harvey-Akan
Luanne Arrington
Ben Brown
Lynn Crawford
Kiva Elliott
Joe Hennigan
Karen Jeffries
Catherine Johnson
Paul Jones
Candace Kears
Nathan Myers
Cliff Paddock
Shawna Spencer
Steve Swetoha
Dr. Oliver Thomas
Sheila Thrower
Heather Whitsett
Brenda Willis

OUR FOCUS



MISSION

The mission of the YMCA of Greensboro is to put Judeo-Christian principles into practice through programs that build a healthy spirit, mind, and body for all.



VALUES

Guided by our core values of caring, honesty, respect and responsibility, the Y is dedicated to giving people of all ages, backgrounds and walks of life the opportunity to reach their full potential with dignity.



CAUSE

At the Y, strengthening the community is our cause. Every day, we work side by side with our neighbors to make sure that everyone—regardless of age, income or background—has the opportunity to learn, grow and thrive.



VISION STATEMENT

Building a stronger and healthier community where well-being and access to opportunity is the norm.

STRATEGIC PLAN

YMCA of Greensboro



GOAL 1: ACCELERATE GROWTH AND INNOVATION

Position the YMCA of Greensboro as the region's most agile and relevant community partner by continuously evolving to meet changing needs while strengthening long-term financial sustainability.

Objective 1: Expand and/or develop high-impact programs that meet emerging community needs.

Strategies

1. Use market research and the Strategy Screen to identify unmet and emerging needs across Guilford and Rockingham Counties.
2. Establish Key Performance Indicators (KPIs) and milestones for each pilot at launch.
3. Resource pilots with trained staff and targeted marketing.
4. Evaluate quarterly and advance only programs that demonstrate community demand and financial viability.

Objective 2: Scale the most successful programs across the association by 2030.

Strategies

1. Select programs for expansion using objective data on demand, impact, and financial performance.
2. Identify branches with the space, staffing, and community need to support adoption.
3. Replicate programs using standardized toolkits, onboarding plans, and training.
4. Track performance and quality at each site and make system-wide adjustments as needed.

Objective 3: Complete three major capital or facility enhancement projects that increase access and value.

Strategies

1. Complete Spears parking expansion by 4Q 2027 and explore partnership-based expansion opportunities by 2Q 2027.
2. Complete Camp Weaver Dining Hall and sewer expansion by 4Q 2027.
3. Raise capital for Bryan YMCA Esports and pool enhancements by 2030.
4. Refresh the Facility Optimization Study by 1Q 2028 to guide long-term investments.

Objective 4: Develop a practical and ethical AI Integration Plan to enhance membership engagement, data-informed decision-making, and program innovation across the YMCA of Greensboro by 2Q 2027.

Strategies

1. Establish AI readiness standards and governance.
2. Launch an AI oversight committee to guide organizational use.
3. Pilot AI tools to strengthen member engagement, data analysis, and decision-making during 2027–2028.



GOAL 2: CULTIVATE A THRIVING, MISSION-DRIVEN WORKFORCE

Create a YMCA workplace where people feel supported, developed, and deeply connected to purpose, so they can deliver extraordinary service to the community.

Objective 1: Assess, streamline, and improve all required staff training pathways by 2027.

Strategies

1. Document all training requirements, including insurance-mandated standards.
2. Evaluate effectiveness, redundancies, compliance gaps, and staff feedback.
3. Launch a clear, streamlined association-wide training system.

Objective 2: Build a mission-driven, values-centered culture where employees feel connected and supported by 4Q 2027.

Strategies

1. Launch a "Mission in Action" recognition program.
2. Deploy and act on annual Employee Excellence (EE) survey results.
3. Integrate Mission Moments into every EE newsletter.

Objective 3: Finalize and roll out a structured leadership development plan for all levels of staff by 4Q 2027.

Strategies

1. Provide quarterly Y-USA leadership certifications with participation targets.
2. Launch a formal coaching and mentoring program.
3. Develop the Employee Excellence Leadership Program using a scalable model.
4. Build staff AI and data literacy through training and workshops.

Objective 4: Strengthen organizational culture of youth protection and accountability.

Strategies

1. Achieve and sustain Presidium accreditation association-wide cohort in the December 2025 – September 2026 timeframe.
2. Enhance training, supervision, and reporting systems by 1Q 2027.
3. Improve systems for risk management, data tracking, and continuous improvement by 2Q 2027.



GOAL 3: STRENGTHEN BELONGING AND CONNECTION

Ensure the YMCA of Greensboro is the place where every generation feels welcome, valued, and connected to community.

Objective 1: Establish ten new or renewed community partnerships with a Memorandum of Understanding (MOU) annually.

Strategies

1. Standardize Memorandum of Understanding (MOU) language.
2. Assess, categorize, and prioritize partnerships.
3. Identify gaps and reactivate lapsed relationships.

Objective 2: Increase participation of Seniors (65+) and Young Adults (20–29) by 5% annually through focused investments in programs, outreach, and community connection.

Strategies

1. Establish a baseline by 4Q 2026.
2. Form a task force by 2Q 2026.
3. Engage volunteers and members in program design.
4. Launch targeted marketing and staff education.
5. Improve perception of the Y as a welcoming space for all ages.



GOAL 4: BUILD A SUSTAINABLE CULTURE OF PHILANTHROPY

Ensure the YMCA of Greensboro is supported by a growing, engaged, and diverse community of investors who believe in the Y's mission and their role in advancing belonging, equity, and opportunity.

Objective 1: Increase and Engage Community Support by 4Q 2030.

Strategies

1. Grow annual campaign (AC) dollars by 7.5% each year among donors to achieve \$1 million by 4Q 2030.
2. Develop an association-wide donor appreciation program to support and expand giving.
3. Develop a donor communications plan that raises awareness of the Y's philanthropic mission and goals amongst all stakeholders (internal and external).
4. Establish a formalized year-round comprehensive annual giving program.
5. Increase campaigners by 5% by 4Q 2030, including creating a training program for campaigners.
6. Develop a targeted donor engagement plan by 4Q 2026.

Objective 2: Develop a culture of storytelling by 4Q 2028.

Strategies

1. Create a formal process for collecting stories by 4Q 2026.
2. Publish one Y Story in the community per quarter.
3. Develop a strategic communications plan for sharing Y impact of program and events by 1Q 2027.

Objective 3: Expand capacity for diverse funding opportunities and grants by 4Q 2028.

Strategies

1. Increase staffing within the Philanthropy department to meet organizational needs.
2. Develop and communicate a formal internal process of expressing interest for branch and program specific grant opportunities by 2Q 2026.
3. Annually evaluate all giving channels against best practice opportunities to ensure the Y offers all best practice opportunities.

Objective 4: Expand access to financial assistance by 20% by 4Q 2030, ensuring more individuals and families can participate in the Y regardless of income.

Strategies

1. Clarify and unify YMCA messaging around financial assistance, scholarships, and access so the community clearly understands how and why support is provided by 3Q 2026.
2. Align AC communications with outcomes related to belonging, equity, and inclusion by 1Q 2027.
3. Implement a community awareness and marketing strategy that explains the purpose and impact of the AC by 4Q 2026.
4. Assess staff and member understanding of financial assistance and identify gaps in awareness or perception by 3Q 2026.
5. Update current philanthropy infrastructure, adapt as needed to fuel generosity and impact.

STRATEGIC ADVANTAGES

“Traits” using our unique assets and outstanding execution (not in priority order):

1. We approach health with the whole person in mind – spirit, mind and body
2. We build more than muscle – we build community
3. We are values-driven
4. We serve all from birth to seniors
5. We build the whole child and develop tomorrow's leaders
6. We've been a longstanding organization, and we're here for good
7. We are a safe space for all
8. Our brand is strong and gives us an opportunity to collaborate with others to strengthen our community
9. We provide access to all through financial assistance

GUIDING PRINCIPLES

We value...

Equity & Inclusion; therefore, we will strive to ensure that every person feels valued, respected, and supported.

Collaboration; therefore, we will acknowledge that we achieve more through strong partnerships and teamwork.

Integrity; therefore, we will act with honesty, accountability, and transparency.

Innovation; therefore, we will adapt and evolve to serve our community better.

STRATEGY SCREEN

A “filter” that aids in decision-making that challenges the organization's thinking (not in priority order):

1. Does it align with our values/mission?
2. Is it sustainable?
3. Does it play to our strengths? Are we best suited to do it?
4. Does it improve our community and add value?
5. Does it meet a critical community need?
6. What are the barriers that may occur to give access to all?
7. Can we measure the results and see the impact?
8. Does it help us serve more people, especially the underserved or marginalized?
9. Is the opportunity addressing a “system” or “symptom” issue?



Scan to learn more about our organizational impact online, or visit ymcagreensboro.org.