



FOR YOUTH DEVELOPMENT®
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY



GROWTH WITH PURPOSE

YMCA OF THE CAPITAL AREA
STRATEGIC PLAN 2026

JUST LIKE A TREE, THE YMCA GROWS STRONGER WHEN ITS ROOTS ARE DEEP, ITS
BRANCHES REACH WIDE, AND ITS PURPOSE GUIDES EVERY STEP FORWARD.

LETTER FROM THE CEO

Dear Friends,

At the YMCA of the Capital Area, our mission has always been to strengthen individuals, families, and communities. As we look ahead, we are guided by a clear vision: Growth with Purpose. This strategic plan outlines the intentional steps we will take to ensure our growth is meaningful, sustainable, and rooted in the values that define the Y.

People are the foundation of our success. By investing in staff development, fostering a culture of accountability, and empowering our team to take ownership, we create a motivated, skilled, and purpose-driven workforce. Our staff and volunteers are the heart of everything we do, and their dedication ensures that every program, every facility, and every interaction reflects the Y's mission.

Excellence in programs and facilities is central to the experiences we provide. From youth development to healthy living initiatives, our commitment to quality ensures that every child, adult, and family we serve can thrive in a safe, welcoming, and engaging environment. Continuous improvement in both programs and facilities strengthens community trust and reinforces our reputation as a leader in service.

Partnerships are critical to expanding our reach and impact. By cultivating aligned and mutually beneficial relationships with local organizations, civic leaders, and community stakeholders, we create a supportive ecosystem that magnifies the Y's impact. Together, we can address pressing community needs and foster stronger, healthier neighborhoods.

Financial sustainability underpins all of our efforts. By aligning resources with strategic priorities, diversifying revenue streams, and fostering a culture of stewardship and accountability, we ensure the Y can continue to grow responsibly while investing in the people, programs, and facilities that make our work possible.

This strategic plan is more than a roadmap; it is a commitment to thoughtful, purposeful growth. By developing our people, elevating quality and excellence, strengthening partnerships, and ensuring financial resilience, we will continue to create opportunities for everyone to grow, belong, and thrive. I am proud of the work we have accomplished together and excited about the future we will build as a team. Thank you for joining us on this journey as we grow with purpose and strengthen our community for generations to come.

With gratitude,
Sean Elliott
President & CEO
YMCA of the Capital Area

MISSION:

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



THE Y

BACKGROUND:

Organized in 1917 as the YMCA of Baton Rouge, the Y has grown to serve our community through seven locations across the Capital Area. For more than a century, we have been committed to strengthening individuals, families, and neighborhoods through programs that promote youth development, healthy living, and social responsibility.

CAUSE:

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

IMPACT:

We seek to protect and nurture all those we serve, helping them to reach their full potential, improve their health and well-being, and to support social change that will unite all people.

VALUES:

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 your actions

STRATEGIC PRIORITIES

DEVELOP AND EMPOWER PEOPLE

GOAL: Build a strong, mission-driven team by investing in staff development, leadership capacity, and a culture that empowers employees to grow, lead, and take ownership.

SUCCESS MEASURES

- Individual Development Plans
- Staff NPS
- Board Engagement Scores
- “Ready Now” Rate For Leadership Positions

ELEVATE QUALITY AND EXCELLENCE

GOAL: Strengthen the YMCA experience by maintaining high standards in programs, facilities, and service while increasing awareness of branch offerings and community impact, ensuring every interaction reflects quality, pride, and our commitment to the community.

SUCCESS MEASURES

- Member Retention Percentage
- Program Satisfaction
- Member Satisfaction NPS
- Facility Scores
- Member Cross Utilization of Programs and Services



STRATEGIC PRIORITIES

STRENGTHEN PARTNERSHIPS AND COMMUNITY IMPACT

GOAL: Expand the YMCA's community impact by building strong, mission-aligned partnerships that foster collaboration, shared vision, and mutually beneficial opportunities.

SUCCESS MEASURES

- Children Served Through Partnerships
- Partnership Satisfaction Scores
- Partnership Growth
- Partnership Retention
- Partnership Revenue Mix

ENSURE FINANCIAL SUSTAINABILITY AND RESOURCE ALIGNMENT

GOAL: Ensure long-term YMCA sustainability by diversifying revenue, strengthening financial stewardship, and aligning resources to support programs, facilities, and people.

SUCCESS MEASURES

- Operational Revenue Growth
- Capital Reserve Growth
- Endowment & Planned Giving Growth
- Branch Reinvestment Growth



MOVING FORWARD WITH PURPOSE

This strategic plan reflects our commitment to Growth with Purpose. By investing in our people, elevating quality and excellence, strengthening partnerships, and ensuring financial sustainability, we will continue creating opportunities for every individual and family in our community to grow, belong, and thrive.





YMCA OF THE CAPITAL AREA

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