



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

***"A Promise to Our Community"***  
**Building for the Future**



*The Titusville YMCA is committed to the policy that all person shall have access to all of its programs, facilities and employment without discrimination based upon race, religion, color, creed, sex, national origin, age, physical or mental disability or financial hardship.*

Thank you for taking your time to hear about the Titusville YMCA cause. This is a most exciting time for the Titusville YMCA. We have been an asset to the the community for almost 100 years and now have the opportunity to expand facilities and services to better serve the ever-growing needs of the Titusville community.

As part of the nation's largest human/social services organization, the Titusville YMCA, with a cause-driven mission, is undergoing its largest transition in the 100 year history it has served the Titusville community.

The National YMCA of the USA, as well as the Titusville YMCA, characterize ourselves through the following cause-driven focus areas:

- *For Youth Development* – Nurturing the potential for every child and teen.
- *For Healthy Living* – Improving the nation's health and well-being.
- *For Social Responsibility* – Giving back and providing support for our neighbors.

With the acquisition of our two new facilities, it is critically important, now more than ever, to increase the awareness of the impact the Titusville YMCA has in our community every day so that more people can take advantage of the Y's unique capacity to foster lasting personal and social change. Over the last several months, our volunteer Board of Directors met at-length in developing a strategic roadmap to ensure the continued longevity of the Titusville YMCA in our community. Input was also sought from our professional staff in order to arrive at a solid, cohesive plan for the continued as well as increased delivery of the many quality programs and services to meet the defined needs of our community. Educational, social, cultural, nutritional, technology, and physical components offered by the Titusville YMCA for all age groups, across all socio-economic levels, without regard for ability to pay, make the Titusville YMCA a truly unique community organization.

It is imperative that we succeed with our cause-driven mission in our community. Without the presence of the Titusville YMCA, one could easily imagine the monumental void that would face our community. *Where would the many children go when their school day ends during those critical hours between 3 -6 PM? Where would our increasing senior citizen population go for daily activities in a social atmosphere that meet their needs in body, mind, and spirit? How would families partake in the many unique programs and services we offer at an affordable cost?* We know there is a defined need in the Titusville community for what we offer – statistics and demographics validate this. Benefactors and other stakeholders give us accolades for the scope of highly impactful outcomes we deliver year after year. We have had the privilege of serving this community for 100 years and recognize the ever-increasing need for us to continue with our cause-driven mission for the next 100+ years. As you read through the enclosed materials, we hope you will see the impact we truly have.

We are asking you to help us realize this dream and achieve our goals in serving the Titusville community as we forge onward. Your generosity will truly make a marked difference in the Titusville YMCA continuing its most-important work – serving **everyone** in the Titusville community.

Thank you so much for your valuable time. We hope you find it in your heart to be a part of our exciting future. Supporting the most worthwhile of causes, and the organizations that deliver them, are what make Titusville such an incredible community that reaches out to those in need.

*Tom Roden*

Tom Roden  
Chief Volunteer Officer / Board President

*Kim Ciccarelli*

Kim Ciccarelli  
Chief Executive Officer



**Titusville  
YMCA**

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*The Titusville YMCA is committed to the policy that all persons shall have access to its programs, facilities, and employment without any discrimination based upon race, religion, color, creed, sex, national origin, age, physical or mental disability, or financial hardship.*

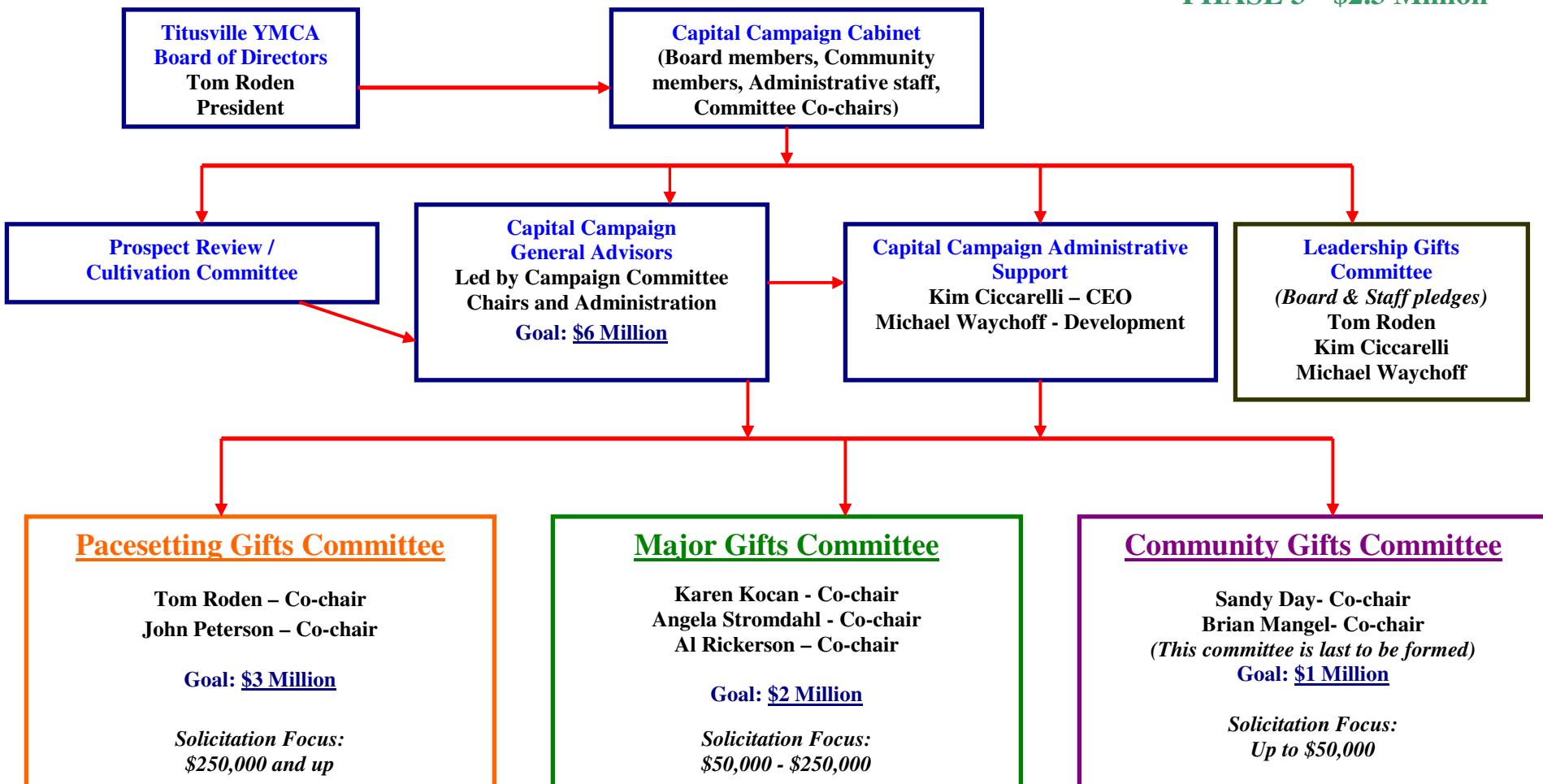


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# *Titusville YMCA Organization Chart For Our \$6 million Capital Campaign*



**PHASE 1 \$1.9 Million**  
**PHASE 2 \$1.8 Million**  
**PHASE 3 \$2.3 Million**





# ***Titusville YMCA Donor Prospect Strategy***

## ***For Our \$6 million Capital Campaign***



As depicted in the capital campaign strategy organizational chart, the Titusville YMCA has a cohesive strategy in securing not only pacesetter support/pledges and major gifts support/pledges, but also the community gifts support/pledges that will go public after a major percentage of monies/pledges are realized from pacesetter and major gifts categories. The capital campaign committees are comprised of Titusville YMCA Board of Directors, influential members of the community, and Titusville YMCA administration. This extremely well-connected group of individuals comprises a strategy team that guarantees the ultimate success of realizing our capital campaign goal. Prior to the formation of the capital campaign team, the Titusville YMCA full Board of Directors and administration met at-length over a six month period in developing a new organizational strategic plan, which they called their strategy roadmap. This strategic roadmap set the alignment for the capital campaign strategy. Thereafter, the capital campaign team was formed and met several times to arrive at not only the capital campaign strategy plan, but also the list of prospective donors. A methodical process followed where committee members segmented prospective donors by category based upon much internal discussion. As a result, three committees were formed (pacesetter and major gifts committees are in full operational mode; the community gifts committee is in process.) Appointments with affluent individuals, businesses and foundations have already begun, and continue as an ongoing process. The pacesetter committee has already realized a \$600,000 gift from the Fleming Family Foundation, and other donors will follow suit. A professional portfolio is made for each prospective donor that tells the Titusville YMCA story in a cause-driven context (a copy of this portfolio was given to PNC bank which also includes the Titusville YMCA organizational strategic plan). Titusville YMCA administration, comprised of the CEO and Development Director, have allocated the majority of their time to be part of the capital campaign process. Their leadership and extensive experience in the YMCA world serve the capital campaign group to a full advantage. Other senior staff maintains the daily operations and sustainability of YMCA programs and services while administration plays an integral part to the many capital campaign phases to ensure that objectives are on-target. The Titusville YMCA, with its longevity in the community and venerable programs that evidence highly measureable outcomes, year after year, will realize its campaign goal. Accolades from the community support this. Our community shares our vision and goals, and even in this less-than-ideal economic climate, the Titusville community will proudly stand beside us resonating its whole-hearted support in assuring that this most worthwhile capital project comes to fruition to serve its citizens, from all age groups, across all socio-economic levels, for decades to come. This is “*Our Promise To The Community – Building For The Future*”.



# ***Titusville YMCA Donor Prospect Strategy***

## ***For Our \$6 million Capital Campaign***



As a cause-driven community organization, the Titusville YMCA has been in existence in Titusville for 100 years. The Titusville YMCA continues serving the community with its unique advantage of programs and services not available anywhere else in the community, without regard for ability to pay. As a 501(c)(3) public charity, mandated under federal law to lessen the burden of society on government, the Titusville YMCA, with its three core focus areas of *Youth Development, Healthy Living, and Social Responsibility*, has always received support from not only the community at large, but also Crawford County, the state of Pennsylvania, the federal government, corporations and foundations. This support for the Titusville YMCA has been realized because of the irrefutable impact that we have had, and continue to have in our service area. Now, for the first time in our 100 year history, we are embarking on a capital campaign to relocate into two new facilities to meet the ever-increasing needs in our community. Titusville YMCA programs and services include: Pre-K, afterschool and summer enrichment for grades 1-8, fitness classes and water fitness/swim lessons from birth through senior citizens, school year suppers and summertime breakfasts and lunches through the CACFP & SFSP federal food programs, youth sports, adult sports, technology and career education, community interest workshops, family engagement activities, special events, collaborations with other community agencies, and extensive community service projects.

The impact we have on children and families will be our legacy. With every opportunity we give to those in need, we increase the likelihood for individuals to ultimately achieve success in their lives. With the support of our community, we can and will offer more opportunities for positive growth in spirit, mind, and body.

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# YMCA Mission Impact

FOR YOUTH DEVELOPMENT  
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## How the Titusville YMCA responded to community needs in 2009

### Serving all incomes, ages and abilities

- We served more than **2600** people in diverse communities within the Titusville area. We brought together young and old, men and women, people of all faiths, backgrounds and incomes. No one was turned away for inability to pay. Scholarships, subsidies and outreach provide critical access to low-income families.
- We provided **\$266,631** in financial assistance and subsidies for children, youth and families. This represented **32%** of our total expenses.



### Serving vulnerable populations in our community

- Children:** Our YMCA served **1700** members – **28%** of those members were children and youth. The Titusville YMCA provided a wide range of activities to foster healthy, productive children including teen clubs, sports leagues, family nights, community service projects and gang prevention programs. All youth activities incorporate the YMCA Core Values of caring, honesty, respect, and responsibility.
- Low Income Families:** We are one of the largest providers of affordable child care in the Titusville community. We offer high-quality child care to working families regardless of ability to pay.
- Elderly:** One of the fastest growing segments of our membership are members over 60 years of age. We provided aquatic fitness, and strengthening & toning classes specifically to meet the needs of that population.
- Disabled/Other:** Our YMCA recognized the local need for targeted programs for the following vulnerable populations : **Rehabilitating persons, at-risk children, special needs children, and hungry children**. Therefore, we were proud to offer programs tailored for their needs like **21st CCLC after school program, Round Two Plus summer program, CACFP and SFSP food programs , cardiac rehabilitation and injury prevention.**
- Nonmembers and other Nonprofit Organizations:** Over the last year, we provided free health fairs/screenings, exercise and nutrition activities for members and nonmembers in benefit to the community. We also provided space and volunteer time at little to no charge for outside clubs, nonprofits, and community service organizations to help them face broader community problems. The total value of these contributions had a value of **\$7,000**.



### Mobilizing community resources to meet community needs

- Locally Driven:** Our YMCA is created by the local community based on a regional needs assessment and is controlled by a local board of community volunteers.
- Contributed Income:** Our YMCA received **\$165,745** in support from annual community contributions which represented **24%** of our total revenue.
- Volunteer Hours:** During 2009, our YMCA mobilized **270** volunteers to serve the community. These volunteers contributed **\$103,000** worth of time to give back.
- Key Partnerships:** Recognizing the importance of collaborations, our YMCA created key partnerships with the following organizations - Titusville Area School District, Venango Training & Development, and Crawford County Human Services.
- Relieving the Burden of Government:** Our YMCA received **\$413,140** in Government Funding, including grants, contracts and vouchers to provide front-line service that relieved the burden for government to provide many of these services.

### Promoting healthy lifestyles to prevent obesity

- Health Crisis/Childhood Obesity:** Our YMCA has a longstanding dedication to providing programs and services that build health of spirit, mind and body for all. We continue this commitment today by engaging and supporting children and all health seekers – individuals of all ages who wish to pursue a healthy lifestyle, but struggle to do so.

**YMCA Mission:** To put Christian principles into practice through programs that build healthy spirit mind and body for all.

The Titusville YMCA is committed to the policy that all persons shall have access to all of its programs, facilities, and employment without discrimination based upon race, religion, color, creed, sex, national origin, age, physical or mental disability or financial hardship.



# YMCA Mission Impact

The Titusville YMCA responded to our community needs in 2008 by...

## **Serving all incomes, ages and abilities**

- We served more than **2581** people in diverse communities within the Titusville area. **We brought together young and old, men and women, people of all faiths, backgrounds and incomes.** No one was turned away for inability to pay. Scholarships, subsidies and outreach provide critical access to low-income families.
- We provided **\$143,829** in **financial assistance and subsidies** for children, youth and families. This represented **15%** of our total expenses.



## **Serving vulnerable populations in our community**

- **Children:** Our YMCA served **1730** members – **26%** of those members were children and youth. The Titusville YMCA provided a wide range of activities to foster healthy, productive children including teen clubs, sports leagues, family nights, community service projects and gang prevention programs. All youth activities incorporate the YMCA Core Values of caring, honesty, respect, and responsibility.
- **Low Income Families:** We are one of the largest providers of affordable child care in the Titusville community. We offer high-quality child care to working families regardless of ability to pay.
- **Elderly:** One of the fastest growing segments of our membership are members over 60 years of age. **We provided aquatic fitness, and strengthening & toning classes specifically to meet the needs of that population.**
- **Disabled/Other:** Our YMCA recognized the local need for targeted programs for the following vulnerable populations : **Rehabilitating persons, at-risk children, special needs children, and hungry children**. Therefore, we were proud to offer programs tailored for their needs like **21st CCLC after school program, Round Two Plus summer program, CACFP and SFSP food programs , cardiac rehabilitation and injury prevention.**
- **Nonmembers and other Nonprofit Organizations:** Over the last year, we provided free health fairs/screenings, exercise and nutrition activities for members and nonmembers in benefit to the community. We also provided space and volunteer time at little to no charge for outside clubs, nonprofits, and community service organizations to help them face broader community problems. The total value of these contributions had a value of **\$7,750**.



## **Mobilizing community resources to meet community needs**

- **Locally Driven:** Our YMCA is created by the local community based on a regional needs assessment and is controlled by a local board of community volunteers.
- **Contributed Income:** Our YMCA received **\$149,693** in support from annual community contributions which represented **22 %** of our total revenue.
- **Volunteer Hours:** During 2008, our YMCA mobilized **268** volunteers to serve the community. These volunteers contributed **\$102,785** worth of time to give back.
- **Key Partnerships:** Recognizing the importance of collaborations, our YMCA created key partnerships with the following organizations - Titusville Area School District, Venango Training & Development, and Crawford County Human Services.
- **Relieving the Burden of Government:** Our YMCA received **\$501,039** in Government Funding, including grants, contracts and vouchers to provide front-line service that relieved the burden for government to provide many of these services.

## **Promoting healthy lifestyles to prevent obesity**

- **Health Crisis/Childhood Obesity:** Our YMCA has a longstanding dedication to providing programs and services that build health of spirit, mind and body for all. We continue this commitment today by engaging and supporting children and all health seekers – individuals of all ages who wish to pursue a healthy lifestyle, but struggle to do so.

**YMCA Mission:** To put Christian principles into practice through programs that build healthy spirit mind and body for all.

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## Planning Committee

**Toni Kline**  
Committee Chair

**Tom Roden**  
Board President

**Steve Coleman**  
Board Vice-President

**Michelle Burdick**  
Board Treasurer

**Kathy Barnhart**  
Board Member

**Sandy Day**  
Board Member

**Dave Badowski**  
Board Member

**Kim Ciccarelli**  
CEO

**Michael Waychoff**  
Development Director

**Dan Harris**  
YUSA Resource Director

# Strategic Planning Road Map Titusville YMCA - 2010 & Beyond

**Purpose:** This document serves as a memoir of and rationale for the final strategic priorities. It may also be helpful in forming operational and programmatic strategies and actions; finally it may offer guidance in uncovering additional big questions for future consideration.

## ► OUR PROCESS

In the Spring of 2010, the Titusville YMCA Board of Directors commissioned the Strategic Planning Committee under the leadership of co-chairs Toni Kline and Tom Roden to implement the YMCA of the USA Real Time Strategic Planning model led by Dan Harris, Resource Director. The committee met for three planning meetings prior to a Board planning retreat to study the unique needs of the Titusville YMCAs service area that would help shape the Y's future organizational direction.

From there, we crafted the YMCA's continuing and future role in community vitality and wellbeing. 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 body, mind and spirit".

## ► OUR IMPACT

The lives of the populations we serve through positive holistic approaches to individual as well as family dynamics.

## ► ***The BIG QUESTION Facing Our YMCA***

**How can we meet community needs as a cause-driven organization?**

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## ►Our Strategic Planning Timeline and Sessions

<b>Laying the Groundwork</b>	Introduction of planning model, process, and development of project charter	Mar-2010
<b>Committee Meeting 1</b>	Understanding Real-Time Strategic Planning Model, Mission Impact, Initial BIG Questions	Jun-2010
<b>Committee Meeting 2</b>	Market Awareness and the Implications for Our Y	Jul-2010
<b>Committee Meeting 3</b>	Feedback from Community Leaders, Developing our Strategic Advantages, Defining our Identity	Aug-2010
<b>Board Retreat Mtg. 4</b>	Strategy Screen, Organizational Strategy Formation	Sept-2010
<b>Staff Retreat Mtg. 5</b>	Programmatic and Operational Strategies	Oct-2010
<b>Committee Meeting 6</b>	Finalizing the Plan, Prepare for Adoption by Board	Nov-2010
<b>Board of Directors Meeting</b>	Approval of Plan, Understand Plan Communication and Implementation, Close out of Project Charter	Nov-2010

## ►Titusville YMCA Profile

The Titusville YMCA is a 501(c)(3) public charity, mandated under federal law to lessen the burden of society on government. As the nation's largest human services organization, we fulfill that mandate each and every day with programs and services for Titusville and the surrounding communities through a diversity of wellness and enrichment services. In

2009, the Titusville YMCA received over \$400,000 in government dollars to provide many of the YMCA services to the community as part of our charitable mission. Located in the southernmost part of Crawford County, our service reach extends throughout a four county area, extremely rural in nature, encompassing well over 500 square miles. The Titusville YMCA has been in existence since 1912 in the very building constructed as a YMCA.



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The Titusville YMCA is the only organization in our community and surrounding area that offers programs and services in the areas of academic, social, cultural, technology, nutrition, and overall physical well-being, subscribing to the holistic approach. The Titusville YMCA has been a cornerstone of the community for almost 100 years. Throughout these years, the Titusville YMCA has risen to the challenges and needs of the community, even throughout tough socio-economic times.

The annual operating budget for the Titusville YMCA is approximately \$750,000 dollars and the Y serves 1700 members. The Titusville YMCA is proud to offer to the community such a variety of programs and services that are available to all, regardless of ability to pay. Our program volunteers and our volunteer Board of Directors collectively contributed 5,476 hours of their time worth over \$100,000 in value to the Titusville YMCA. Additionally, through our annual campaign, foundation and government support, we were able to offer over \$150,000 in financial assistance to the community in 2009.

## ►Our Service Area – Market Awareness

### **Critical Social Issues Affecting Those We Serve**

(\*those we believe YMCA can have an impact)

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#### **Children & Youth\***

- Affordable, quality before, during, and after school childcare/enrichment programs.
- Youth obesity and lack of nutrition education and physical activity.
- Low educational performance.
- Overall mental and physical well-being.

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#### **Individuals/ Families\***

- Lack job skill training and related workshops at the local level.
- Increased pressure on families (especially dual income families).
- Disintegration of the family unit as a whole.
- Lack of affordable variety of social family activities.

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#### **Health\***

- Increased obesity rates and type 2 diabetes
- Decrease in physical activity
- High number of uninsured population.

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#### **Socio-economic**

- High unemployment
- Stability and overall family dynamics

## ► Our Trends Analysis

Types of Trends	Direction of Trend Check all that apply	Comments
<p>Social needs or demands for your programs or services</p> <ol style="list-style-type: none"> <li>1. High quality after school enrichment programs.</li> <li>2. Quality introduction &amp; progression of water safety &amp; skill instruction.</li> <li>3. Obesity Prevention</li> <li>4. Basic Parenting Skills</li> <li>5. Family engagement activities.</li> <li>6. Technology &amp; Job Skills Training</li> </ol>	<p>Needs or demands are:</p> <ol style="list-style-type: none"> <li>1. Increasing</li> <li>2. Staying about the same</li> <li>3. Increasing</li> <li>4. Increasing</li> <li>5. Stays about the same</li> <li>6. Increasing</li> </ol>	<ul style="list-style-type: none"> <li>✚ Many single parent households, 2 income households, and lack of educated parents fuel the increasing demand/need for childcare.</li> <li>✚ High rural recreational environment with many bodies of water necessitates the need for early and progressive water education and skill development.</li> <li>✚ Alarming obesity statistics and directly correlated health problems bring this ever-increasing need to the forefront.</li> <li>✚ Disintegration of the family unit necessitates programs and services in the parenting arena. Family engagement activities will only serve to solidify good family dynamics.</li> <li>✚ High unemployment and lack of skilled/educated workforce not ready to meet economic upturn.</li> </ul>
<p>Available funding for your programs or services</p> <ol style="list-style-type: none"> <li>1. Membership fees</li> <li>2. Program fees</li> <li>3. Special events</li> <li>4. Annual Campaign</li> <li>5. Federal, State, County, &amp; Local funding</li> <li>6. United Way</li> <li>7. Charitable Foundations</li> <li>8. Trusts/other grants</li> </ol>	<ol style="list-style-type: none"> <li>1. Increasing</li> <li>2. Stays the same</li> <li>3. Stays the same</li> <li>4. Stays the same</li> <li>5. Increasing</li> <li>6. Decreasing</li> <li>7. Increasing</li> <li>8. Increasing</li> </ol>	<ul style="list-style-type: none"> <li>✚ With a change of our facility and program/service offerings, it is expected that both membership fees and program fees will increase to achieve an overall organization revenue of 40%.</li> <li>✚ Likewise, special events and annual campaigns will realize increased revenues.</li> <li>✚ Federal, State, etc funding becoming more competitive, though high outcome measurement programs still draw government funding.</li> <li>✚ Many more agencies applying to United Way</li> <li>✚ Charitable Foundations &amp; Trusts are also competitive, but are becoming more drawn to the YMCA cause.</li> </ul>
<p>Other trends impacting your YMCA</p> <p>Community has been economically depressed for many years now, impacting membership due to decreasing population and declining household income. Generational poverty has increased at an alarming rate with our community. Education, as well as health and well-being are not overall priorities for a large segment of our population.</p>	<p>Increasing</p>	<ul style="list-style-type: none"> <li>✚ Recent studies have shown a slight upturn in the economy which should begin to trickle into rural NWPA in the not so distant future. To meet this change, the Titusville YMCA, as a community cornerstone, must adopt a service strategy to meet the changing needs of the community as evidenced by the trends described in the social needs/demands section listed above.</li> </ul>

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## ► Feedback from our Community Leaders & Stakeholders

### Current image of our YMCA:

- Safe place and positive environment
- Highly visible after school program
- Positive image in community
- Very aware of many programs and services, primarily for youth and children
- Building needs updated
- Increased marketing efforts
- Perception of a high concentration for low income population
- A lot of former users do not utilize the facility now for various reasons (i.e. condition of building, no time).

### Most pressing problems facing our community:

- Childcare/youth activities,
- Employment,
- Aging community,
- The economy.

### Underserved populations:

- Childcare and youth programs
- Aging population
- The obesity population
- Handicapped individuals
- Unemployed



### Partnership opportunities:

- Titusville Area School District
- YWCA
- Leisure Services
- Titusville Hospital
- Senior Center

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## **Board Assessment based upon both internal data and key community leader interviews**

INTERNAL STRENGTHS	INTERNAL WEAKNESSES
<ul style="list-style-type: none"> <li>✓ A comprehensive strategic plan.</li> <li>✓ Longevity &amp; reputation of organization.</li> <li>✓ Diversity and tenure of staff.</li> <li>✓ Family emphasis in all programs.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Marketing to the community</li> <li>✓ Lack of uniformity in marketing efforts internally (across departments).</li> <li>✓ Aging current facilities.</li> <li>✓ Skewed revenue sources (grants are higher % than membership revenues)</li> </ul>
EXTERNAL OPPORTUNITIES	EXTERNAL THREATS
<ul style="list-style-type: none"> <li>✓ Increase marketing and membership</li> <li>✓ Successful capital campaign for renovations/additions to new YMCA facilities.</li> <li>✓ Increased collaborative efforts for expanded community impact.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Depressed rural economy</li> <li>✓ Generational poverty</li> <li>✓ Breakdown of family dynamics</li> </ul>



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## ► Our Strategic Advantages

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*Mission/strategic advantage refers to "the ability to produce social value" (having an impact, making a difference) by using a unique asset or having outstanding execution to deliver your mission, which cannot be claimed by those with whom we compete.*

### Unique Advantages (in assets or execution)

<b>Present</b>	<ul style="list-style-type: none"><li>• <b>The Titusville YMCA provides services to all people, regardless of their ability to pay.</b></li><li>• <b>The Titusville YMCA serves the ENTIRE family.</b></li><li>• <b>Titusville YMCA services provided are offered at a more affordable rate than other providers.</b></li><li>• <b>Our convenient hours and value-added services to membership make the Titusville YMCA unique in its mission and delivery.</b></li><li>• <b>The all encompassing variety of programs and services offered by the Titusville YMCA are non-existent anywhere else in the community.</b></li></ul>
<b>Future</b>	<ul style="list-style-type: none"><li>• <b>The Titusville YMCA provides services to all people, regardless of their ability to pay.</b></li><li>• <b>The Titusville YMCA serves the ENTIRE family.</b></li><li>• <b>The Titusville YMCA will be the "go to" facility for all encompassing programs and services in the areas of youth development, healthy living, and social responsibility.</b></li><li>• <b>When people hear the word philanthropy, the Titusville YMCA will be the first charity to come to mind as they give of their time and resources.</b></li><li>• <b>The Titusville YMCA will remain affordable, all the while maintaining the utmost in quality of service and delivery of the YMCA charitable mission.</b></li></ul>

## **Our Identity Statement**

*We advance our mission of...* **Putting Christian principles into practice through programs that build healthy spirit, mind and body for all.**

*and seek to (impact)...* **Strengthen the foundations of community by impacting the lives of the populations we serve through positive holistic approaches to individual as well as family dynamics.**

*by serving...* **all persons regardless of socio-economic status, in fulfilling our charitable mission.**

*in geographical...* **zip codes that include Titusville and immediate surrounding areas in the counties of Crawford, Venango, Forest, and Warren.**

*through...* **Programs and services in the areas of educational, social, cultural, and physical well being aligning with the YMCA focus areas of youth development, healthy living, and social responsibility.**

*emphasizing our competitive advantages...* **At-risk youth enrichment programming, hours of service, affordable fees, and all programs and services available to all persons, regardless of ability to pay.**

*with a sustainable operation by...* **A professional, trained staff, membership and program fees, government contracts, grants, contributions, and collaborations with other organizations**

## **► Big Questions Facing the Titusville YMCA**

A **Big Question** is an opportunity or threat to which our YMCA must respond. Usually, it is beyond the scope of our organization's current strategies, thus requiring a new one.

### **Our Most Important Big Question:**

**How can we meet community needs as a cause-driven organization?**

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## **Some of our Most Important Big Questions:**

- ❖ How can we have a positive impact on the Titusville community?
- ❖ Will the community financially support the construction and ongoing operation of a new facility?
- ❖ How can we create a culture of financial development within our organization?
- ❖ How can we serve more people?
- ❖ How do we market our story as a cause-driven organization?
- ❖ What can the Titusville YMCA do about the increasing obesity issues in our community?

## ***Other Big Questions raised by the planning committee and stakeholders:***

💡 Do we try to do too much?
💡 What are our priorities?
💡 How/When do we make the move?
💡 How do we promote our mission
💡 How do we determine community needs?
💡 How do we optimize the acquisition of the “new campus” to meet the needs of the community”
💡 How do we facilitate the initial \$600,000 donation?
💡 How do we acquire more donations to meet our mission?
💡 What is our transition plan?
💡 Do we need to reorganize staff’s roles and responsibilities?

## ► **Strategy Screen**

*Our strategy screen is the set of criteria that we will use to choose whether a particular strategy is consistent with our YMCA identity. Following are the criteria that we have determined in advance to assist in the development of strategies that answer the Big Question(s):*

### **Our strategies must:**

- ❖ Be consistent with our mission
- ❖ Enhance our strategic advantages
- ❖ Include measurable impact
- ❖ Meet documented, data-driven current and future needs
- ❖ Take advantage of collaborative and partnering opportunities
- ❖ Be financially viable

## ►Strategies Summary

ORGANIZATIONAL IMPACT	ORGANIZATIONAL, PROGRAMMATIC & OPERATIONAL STRATEGIES AND GOALS
<p>The Titusville YMCA will meet community needs as a cause-driven organization.</p> 	<p><b><u>Financial Sustainability</u></b> – To ensure financial viability and the long-term sustainability of the Titusville YMCA.</p> <p><b>Goal:</b> Restructure the organization (YMCA) to meet strategic priorities by 2011.</p> <p><b>Goal:</b> Adopt “best practices” for membership/program growth in 2011.</p> <p><b><u>Programmatic Strategy # 1</u></b> - Assess current programs and services for financial viability.</p> <p><b>Goal:</b> Assess current programs &amp; services by 12/31/2010.</p> <p><b>Goal:</b> Analyze data &amp; determine implementation date by 12/31/2010.</p> <p><b><u>Programmatic Strategy # 2</u></b> - Survey the community for community needs.</p> <p><b>Goal:</b> Distribute and collect community surveys by 12/31/10.</p> <p><b>Goal:</b> Analyze data &amp; determine implementation date by 12/31/2010.</p> <p><b><u>Programmatic Strategy # 3</u></b> - Develop a membership development plan.</p> <p><b>Goal:</b> Send staff to “Listen First” Institute (next available geographically close location).</p>
	<p><b><u>Marketing</u></b> - Develop a plan to tell our story as a cause-driven organization.</p> <p><b>Goal:</b> Development of a marketing plan following “best practices”.</p> <p><b>Goal:</b> Develop a marketing team 60 days prior to grand opening.</p> <p><b>Goal:</b> Engage key audiences for our communications to include: our employees and volunteers, members, donors, and community leaders in the public, private and the not-for-profit sectors.</p> <p><b><u>Programmatic Strategy # 1</u></b> - Develop a marketing plan.</p> <p><b>Goal:</b> Finalize marketing plan by 30 days to grand opening.</p> <p><b><u>Programmatic Strategy # 2</u></b> - Identify marketing resources in our community.</p> <p><b>Goal:</b> Utilize all marketing resources by 30 days to grand opening.</p> <p><b>Goal:</b> Measure the impact of those resources – ongoing.</p> <p><b><u>Programmatic Strategy # 3</u></b> - Identify target audiences.</p> <p><b>Goal:</b> Collect data from community surveys by 12/31/2010.</p>

**Financial Development – Develop a plan to generate annual, capital and endowment funds.**

**Goal:** Our board will view philanthropy as its number one priority.

**Goal:** Develop an Annual Campaign plan for 2011.

**Goal:** Finalize Capital Campaign plans by 11/15/2010.

**Goal:** Ensure that all staff & volunteers understand their roles in achieving philanthropic objectives.

**Programmatic Strategy # 1** - Educate staff & volunteers to understand the benefits of and future needs to support special programs, capital development & endowment development.

**Goal:** Educate staff & volunteers by 1/15/2011.

**Programmatic Strategy # 2** - Develop a financial development plan.

**Goal:** Develop a financial development plan by December 2011.

**Technology: Acquire a fully-integrated operational system.**

**Goal:** Compare software distributors that will fit the needs of our organization by December 2010.

**Goal:** Obtain the system software to begin implementation by March 2011.

**Goal:** Train all applicable staff in the use of the new system by April 2011.

**Programmatic Strategy # 1** - Research, acquire and implement a software package.

**Goal:** Staff trained and programs implemented by 2/1/2011.

**Programmatic Strategy # 2** - Provide staff training.

**Goal:** Staff trainings beginning February 2011 and on-going.

**Operational**

**Operational Strategy # 1** - Upgrade technology.

**Goal:** Assess operational technology needs by 12/31/2010.

**Goal:** Assess technology center needs by 05/15/2011.

**Operational Strategy # 2** - Staff assignments made to marketing plan, membership development plan, financial development plan & technology.

**Goal:** Staff will be assigned by 01/15/2011.

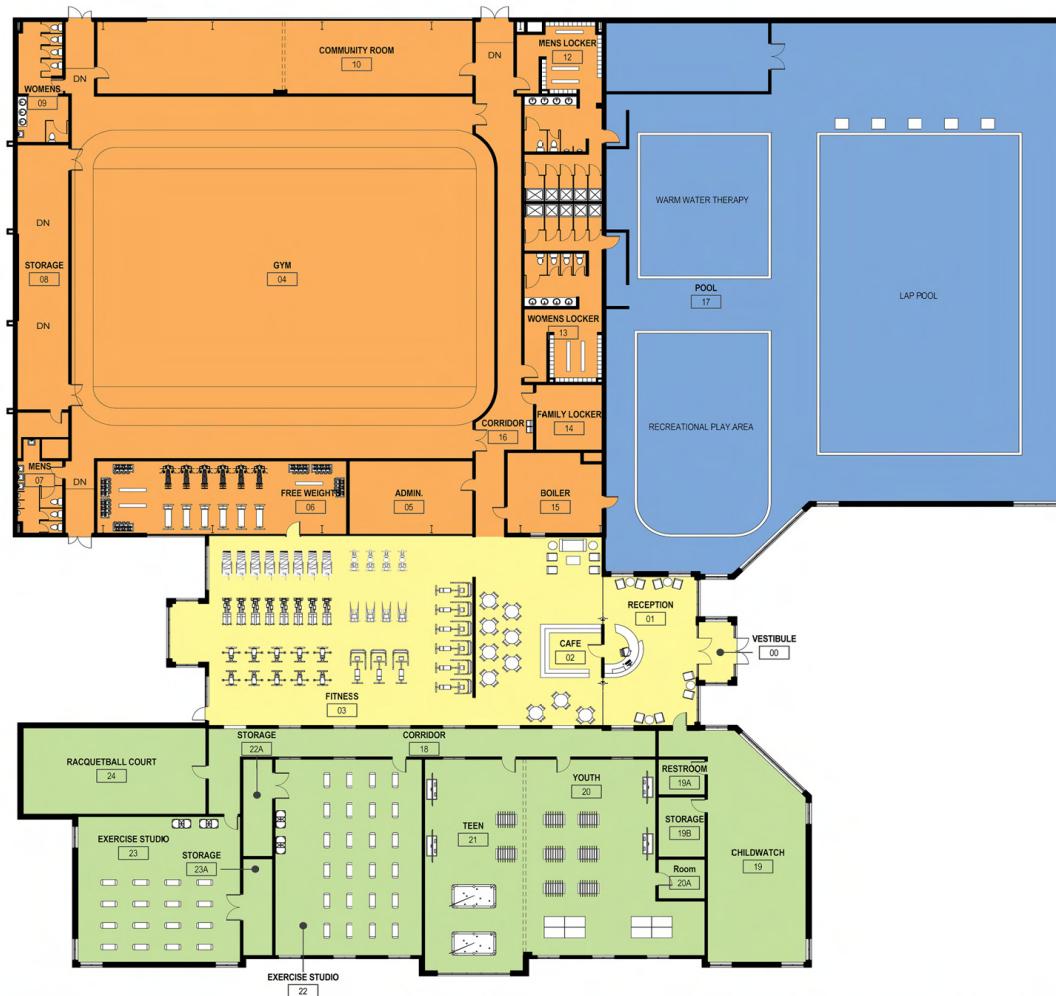
**Operational Strategy # 3** - Implement strategies and goals.

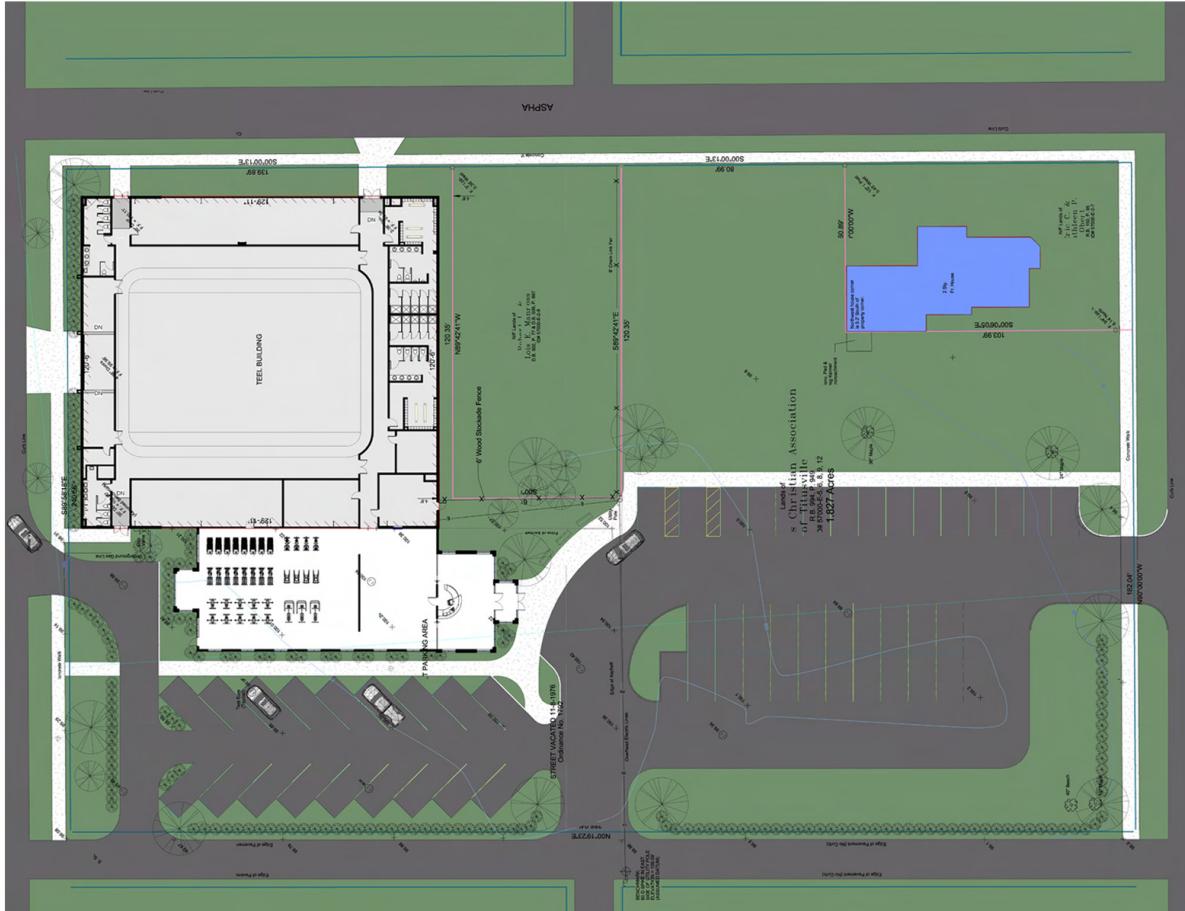
**Goal:** Begin work during November/December 2010.

# The Titusville YMCA

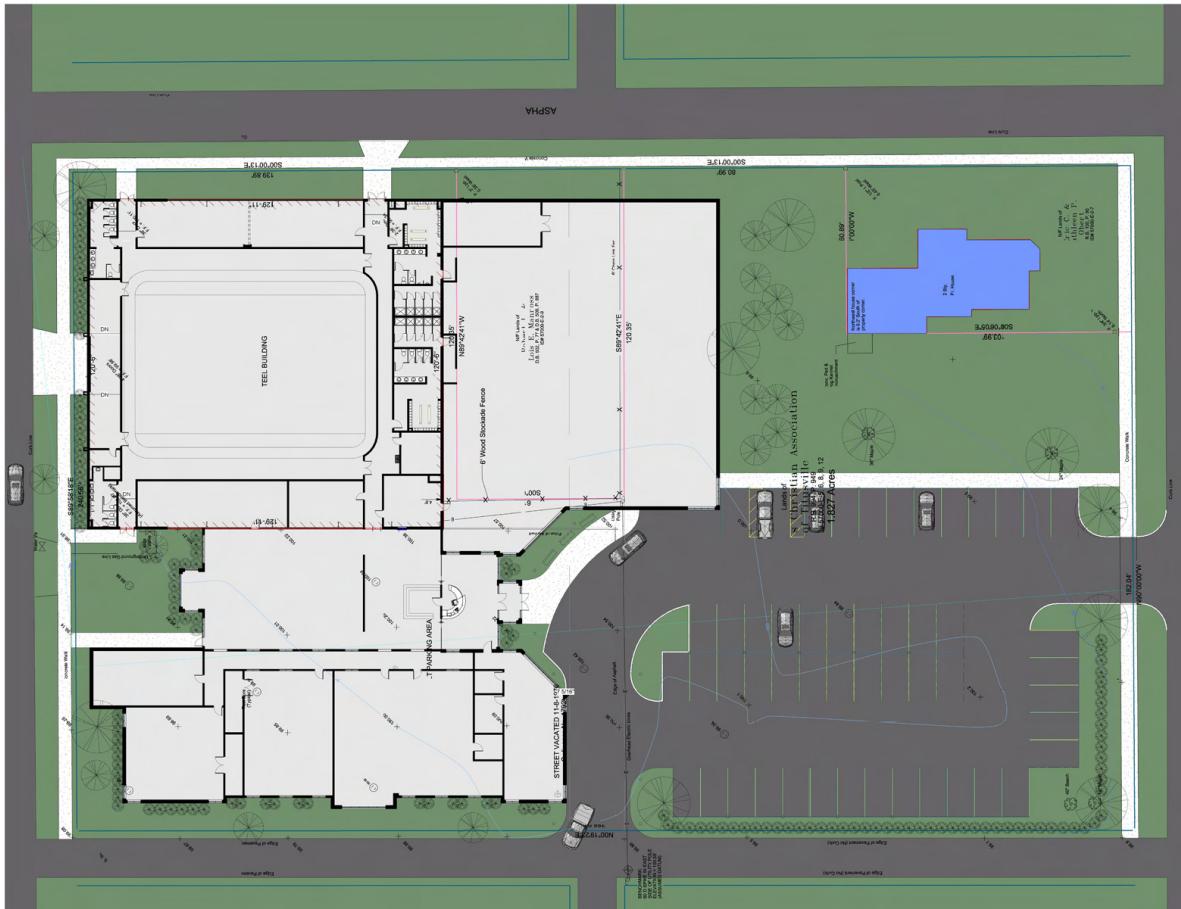
**"Building For The Future – A Promise To Our Community"**

**Serving Titusville & surrounding communities since 1912**





**PHASE 1**



**PHASE 2**

# Titusville YMCA Capital Expansion

## *Project Area Costs and Specific Naming Opportunities*



FOR YOUTH DEVELOPMENT

FOR HEALTHY LIVING

FOR SOCIAL RESPONSIBILITY

Designated Space	PHASE	(Sq. Ft.)	% OF total	100% Total Cost ***
Wellness Center <i>(Funded - to be named the William J. Fleming Wellness Center)</i>	1	3,962	12%	\$ 709,253.65
Café / Lobby	1	1,258	4%	\$ 225,199.67
Child watch	2/3	1,410	4%	\$ 252,409.80
Youth Center	2/3	1,650	5%	\$ 295,373.18
Teen Center	2/3	1,650	5%	\$ 295,373.18
Community Center	1	501	1%	\$ 89,686.04
Free Weights	1	1,450	4%	\$ 259,570.37
Exercise Studio	2/3	2,080	6%	\$ 372,349.22
Gymnasium (Athletic Center) <i>(Includes Locker Rooms)</i>	1	7,918	24%	\$ 1,417,433.21
Natatorium	2/3	10,000	31%	\$ 1,790,140.46
Racquetball	2/3	800	2%	\$ 143,211.24
Miscellaneous Contingencies	All	n/a	2%	\$ 150,000.00
<b>TOTALS</b>		<b>32,679</b>	<b>100%</b>	<b>\$ 6,000,000.00</b>

\*\*\* 100% Total Cost includes ALL costs in addition to construction costs (i.e. site work, permits, architectural costs, utilities, advertising, furnishings, staffing, etc.) Refer to enclosed floor plan outlining all three phases of project for location of specific spaces. Phases 2 and 3 on architectural drawings can be inter-changed. All spaces have naming rights available with the exception of the new wellness center, which has been generously funded through the William J. Fleming Family Foundation.

# A Donor Bill of Rights

**PHILANTHROPY** is based on voluntary action for the common good. It is a tradition of giving and sharing that is primary to the quality of life. To ensure that philanthropy merits the respect and trust of the general public, and that donors and prospective donors can have full confidence in the not-for-profit organizations and causes they are asked to support, we declare that all donors have these rights:

## I.

*To be informed of the organization's mission, of the way the organization intends to use donated resources, and of its capacity to use donations effectively for their intended purposes.*

## II.

*To be informed of the identity of those serving on the organization's governing board, and to expect the board to exercise prudent judgment in its stewardship responsibilities.*

## III.

*To have access to the organization's most recent financial statements.*

## IV.

*To be assured their gifts will be used for the purposes for which they were given.*

## V

*To receive appropriate acknowledgement and recognition.*



**Titusville YMCA**

**201 W. Spring Street  
Titusville, PA 16354  
814-827-3931**

**[titusymca@worldconnx.net](mailto:titusymca@worldconnx.net)  
[www.titusvilleymca.org](http://www.titusvilleymca.org)**

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

## VI.

*To be assured that information about their donations is handled with respect and with confidentiality to the extent provided by law.*

## VII.

*To expect that all relationships with individuals representing organizations of interest to the donor will be professional in nature.*

## VIII.

*To be informed whether those seeking donations are volunteers, employees of the organization or hired solicitors.*

## IX.

*To have the opportunity for their names to be deleted from mailing lists that an organization may intend to share.*

## X.

*To feel free to ask questions when making a donation and to receive prompt, truthful and forthright answers.*

*Tom Roden*

**Tom Roden  
Board President**

*Kim Ciccarelli*

**Kim Ciccarelli  
Chief Executive Officer**



# Titusville YMCA – Board of Directors – 2011

Email: [titusymca@worldconnx.net](mailto:titusymca@worldconnx.net) Web: [www.titusvilleymca.org](http://www.titusvilleymca.org)

FOR YOUTH DEVELOPMENT  
FOR HEALTHY LIVING  
FOR SOCIAL RESPONSIBILITY

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Kim Downing	Medical Office Manager <i>Oil Valley Internal Medicine Assoc.</i>	248 Turkeyfarm Rd Titusville, PA 16354	814-827-1811 - home 814-827-9625 - work	
Kim Ciccarelli	CEO <i>Titusville YMCA</i>	13751 State Hwy 8 Hydetown, PA	814-827-4009 – home 814-827-3931 - work	<a href="mailto:kccicarelli@worldconnx.net">kccicarelli@worldconnx.net</a>

*The Titusville YMCA is committed to the policy that all persons shall have access to all of its programs, facilities, and employment without discrimination based upon race, religion, color, creed, sex, national origin, age, physical or mental disability or financial hardship.*



***Titusville YMCA***  
***"A PROMISE TO OUR COMMUNITY"***  
***BUILDING FOR THE FUTURE***  
***CAPITAL CAMPAIGN***



**Donor Information**

Individual

Foundation

Business/Corporation

Name(s) \_\_\_\_\_

Company \_\_\_\_\_

Address \_\_\_\_\_

City State Zip \_\_\_\_\_

Day Phone / Home Phone \_\_\_\_\_

Fax E-mail \_\_\_\_\_

To support the Titusville YMCA in its cause-driven mission with the expansion of YMCA programs and facilities, and in consideration of the gifts of others, I/we

(Print name(s) as you wish to appear on record)

Pledge a total gift of \$ \_\_\_\_\_ Payment in full enclosed \$ \_\_\_\_\_

An initial payment of \$ \_\_\_\_\_ is enclosed, balance due is \$ \_\_\_\_\_

(Make checks payable to Titusville YMCA)

I/we would like to have naming rights to the following area(s) through my/our pledge:

(Designated facility room/area)

**METHOD OF PAYMENT (Please complete sections A, B & C and sign below.)**

**A) I/We choose to pay my/our pledge balance:**

Payment enclosed in full

This year in the month(s) of \_\_\_\_\_

Over 2 years       Over 3 years

**B) My/Our payment preference is to pay:**

Annually (month): \_\_\_\_\_  Semiannually (months of): \_\_\_\_\_ & \_\_\_\_\_

Quarterly, to be billed in March, June, September and December

I/we would like my/our payments to start on (month/year) \_\_\_\_\_

**C) My/Our method of payment for my/our pledge balance will be:**

Please bill me/us      **OR**       Credit card (check one):  MC     Visa     AMEX

Card Number: \_\_\_\_\_ Expiration Date: \_\_\_\_\_ / \_\_\_\_\_

Account in name of: \_\_\_\_\_

(Authorized Signature(s)/ Date)

For recognition purposes, please record my/our name as follows:

I/we prefer to remain anonymous.

**By my/our signature(s) below, I/we represent that the information contained herein is true and I/we are committed to supporting the cause-driven mission of the Titusville YMCA through my/our payment/pledge as indicated on this form.**

(Signature(s) / Date)

A COPY OF THIS FORM WILL BE ENCLOSED WITH YOUR ACKNOWLEDGMENT LETTER