








STRATEGIC PLAN PROGRESS TRACKER

ADVANCE LEADERSHIP DEVELOPMENT

-  Launch a Healthy Workforce Strategy
-  Implement a Y University
-  Launch a Comprehensive Volunteer Recruitment and Engagement Agenda
-  Build Our Boards
-  Create and Reinforce a Culture that Retains Top Talent






GROW PHILANTHROPY

-  Raise \$30M in Capital Funding by 2026
-  Annual Campaign to collectively Raise \$5M
-  Brand Enhancement Campaign
-  Grant Strategy to fund critical programs exceeds \$5M Annually by 2026






ELEVATE MEMBERSHIP EXPERIENCE

-  Provide Best-in-Class Well-being Services and Programs
-  Implement Comprehensive Member Retention and Engagement Program
-  Develop and Implement Value Added Programming
-  Become the Go-To Corporate Wellness Partner in Tampa Bay
-  Grow the Impact of our Open Doors Program








PREPARE YOUTH FOR SUCCESS

-  Teach Drowning Prevention Skills to 10,000 Youth Annually
-  Establish a Formal Youth Mental Wellness Initiative
-  Financial Investment in Teen Programs
-  Open Two New Licensed Preschools
-  Launch an Intro to the Workforce Program

FILL CRITICAL COMMUNITY VOIDS

-  Foster Mental Wellness Throughout our Membership Community
-  Activate Mobile Units to Bring Wellness to Underserved Neighborhoods
-  Maximize Local Partnerships to Grow Impact
-  Expand Community Health Offerings
-  Become the Local Destination for our Veterans to Grow in Health & Connectedness

ENHANCE OUR FAMILY CENTERS

-  Launch Facility Efficiency Initiative
-  Open New Facilities
-  Develop Capital Improvement Plan for All Current Facilities
-  Reinvest \$1M in Deferred Maintenance Each Year
-  Identify Location for a New East Tampa & New West Tampa YMCA
-  Launch Beautification Initiative at ALL Facilities
-  Launch Tampa Heights Development Project

ADVANCE LEADERSHIP DEVELOPMENT

Recruit, engage, and retain excellent staff and volunteer leaders as part of our healthy work culture and environment, offering numerous opportunities for growth.

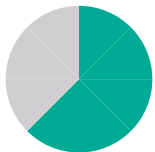
PROGRESS

KEY PROGRESS ACCOMPLISHMENTS



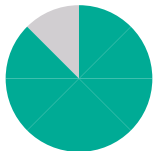
Launch a Healthy Workforce Strategy

- New online website for staff well-being resources: Mental, Physical, Fiscal well-being
- Professional Development – increased awareness for PT and FT staff
- Three Y leaders attended the inaugural Florida YMCA Leadership Symposium in Orlando



Implement a Y University

- Launched LinkedIn Learning for all staff
- Currently focusing on Fall and Spring training offerings



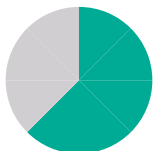
Launch a Comprehensive Volunteer Recruitment and Engagement Agenda

- Tripled the number of Center Volunteer Champions
- Internal volunteer training focused on experience and processes



Build Our Boards

- Board recruitment events happening at all locations, with 4 Centers identified for increased support
- Focus on increased volunteer opportunities to increase board volunteer engagement



Create and Reinforce a Culture that Retains Top Talent

- We currently have 4 staff in Regional Leadership Development programs (Leadership Tampa, Leaderships Tampa Bay, Leadership Pasco, Leadership Hillsborough)

GROW PHILANTHROPY

Position the Y as a vital community resource, powerfully communicating our organizational impact for greater influence and reach.

PROGRESS	KEY PROGRESS ACCOMPLISHMENTS
	<p>Raise \$30M in Capital Funding by 2026</p> <ul style="list-style-type: none">• \$20.165M has been raised in Capital (Spurlino Gymnasium \$4.365M, Wesley Chapel \$15.350M, Other \$450,00).• Our HUD grant for Wesley Chapel is active and we are drawing down funds.
	<p>Annual Campaign to Collectively Raise \$5M</p> <ul style="list-style-type: none">• \$1.9M raised in 2024, \$2.1M in 2025• \$2.1M goal for 2026
	<p>Brand Enhancement Campaign</p> <ul style="list-style-type: none">• Launched four Impact Videos through our Tampa Bay Lightning Patch with a Purpose partnership: 1.) Overall Tampa Y, 2.) Pediatric Thrivers, 3.) Operation Strong Families, 4.) Drowning Prevention.• YMCA360 App in use with full branding
	<p>Grant Strategy to fund critical programs exceeds \$5M Annually by 2026</p> <ul style="list-style-type: none">• Drowning Prevention Program secured \$85K to date (Goal: \$100K).• Current grants this FY are \$5,093,386 through March 20 (not including the \$2M HUD grant).• Raymond James Charitable (SS), Florida medical Clinic Charitable Foundation of Caring (NB Adaptive Swim)

ELEVATE THE MEMBERSHIP EXPERIENCE

Strengthen connectedness and engagement of our members, helping all feel included and part of the Y.

PROGRESS

KEY PROGRESS ACCOMPLISHMENTS



Provide Best-In Class Well-Being Services and Programs

- Currently 41% of memberships have been members for 24 months or longer and the 13 Month retention is 66%, NPS 79% (top 90th percentile)
- Each Center had a representative attend the Reasonable Accommodation training
- Increased offering for Adult Sports (expanded from 2 to 9 Centers)



Implement a Comprehensive Member Retention and Engagement Program

- Program Expo at all Centers highlighting program offerings.
- Increased member benefits through the Lightning partnership (i.e. presale tickets, concerts), in Center Lighting messaging



Develop and Implement Value Added Programming

- Each Center offered a Senior spectacular (focus on fall prevention)
- Association Welcoming Week in September serving 1,200 members, staff community members
- All Centers now have annual operating plans focused on member engagement and retention and innovative new programming



Become the Go-To Corporate Wellness Partner in Tampa Bay

- Tampa has identified a champion to manage Corporate Wellness
- Currently 3,533 Corporate Partner households (14.2% of all members)
- 3% growth in corporate partners over the last 3 months



Grow the Impact of our Open Doors Program

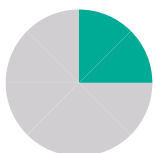
- \$3.25M total scholarship awarded 2024-25
- Increased financial assistance awards in membership and programs to meet community needs
- 16.5 % of members on open doors, in past 12 months \$343K increase in scholarship awards across membership and programs

PREPARE YOUTH FOR SUCCESS

Enhance programming to meet critical community needs, with a special focus on mental well-being, drowning prevention, and programming to position youth for success in all stages of life.

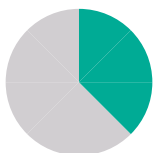
PROGRESS

KEY PROGRESS ACCOMPLISHMENTS



Teach Drowning Prevention Skills to 10,000 Youth Annually

- In 2025 Q1 – Q4: 612 Head Start Swim Lessons; 1,171 Safety Around Water Dryland Lessons; 424 Safety In Water Lessons; 160 Adaptive Swim Lessons



Establish a Formal Youth Mental Wellness Initiative

- Provided Mental Health First Aid to employees and partners.
- Adding curriculum to our Teen Leaders program to support mental well-being.
- Secured \$101K grant to train B/A staff in Mental Health/First Aid



Financial Investment in Teen Programs

- Now offering Teen Leaders Programs at 8 locations and Youth in Government at 3 locations (BS/NB/ST)
- Current enrollment: Teen Leaders = 166, Youth In Government = 5
- Teen Leaders Fall Rally in Lakeland with 31 Teens attending
- 2 YIG students participating in State Advocacy Days (January), 4 will represent at State Assembly (April), and 3 attended the YIG Servant Leadership Conference (September)



Open Three New Licensed Preschools

- Programs operating at Sierra, Central City, and Morgan Woods Elementary School
- Launched VPK Program at Y Sites as well as Morgan Woods in collaboration with Hillsborough County Schools



Launch an Intro to the Workforce Program

- 17 Teen Leaders were hired for summer camp (2025)
- 6 former CIT participants hired as Camp Counselors (2025)

FILL CRITICAL COMMUNITY NEEDS

Focus on increasing outreach to diverse communities to serve every zip code, ensuring the Y is prepared for growth, maintains excellence, and remain relevant to the neighborhoods we serve.

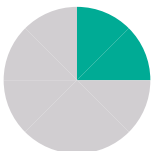
PROGRESS

KEY PROGRESS ACCOMPLISHMENTS



Foster Mental Wellness Throughout our Membership Community

- Launched Mental Health resource page in Fall 2024. Revamped Employee Resource page to include mental, physical, and financial resources



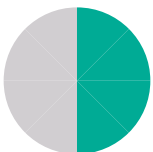
Activate Mobile Units to Bring Wellness to Underserved Neighborhoods

- VVPRX (Veggie Van Food Prescription) program officially launched at TGH, operating at JCC.



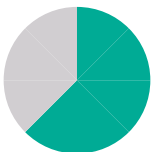
Maximize Local Partnerships to Grow Impact

- Partnering with Tampa Family Health Centers to place part-time pediatrician at Sulphur Spring PK8 (1x weekly)
- Thrivers Pediatric survivor program launched at 4 locations
- Lunch and Learns being offering at multiple locations bringing partners to provide educational workshops to members



Expand Community Health Offerings

- New partnership with Fresh Point for produce donations to Veggie Van
- USF Doctoral students providing individual and small group therapy mental health services at SSPK8
- Significant growth in existing current collaborations and initiated new partnerships in local communities supporting seniors, lower income families, and children (adaptive programs, dental services, etc)










Become the Local Destination for our Veterans to Grow in Health & Connectedness

- Military membership rates are in place for Active Duty E1 – E5 military members
- 27 Adults and 16 youth are participating in Operation Strong Families
- Tampa Y staff are represented in the Tampa Chamber Military Committee an Tampa Club Military Committee

ENHANCE OUR FAMILY CENTERS

Expand and evolve our facility assets through renovations, upgrades, and new facilities to best meet the needs of Tampa’s growing and changing population.

PROGRESS	KEY PROGRESS ACCOMPLISHMENTS
	Launch Facility Efficiency Initiative <ul style="list-style-type: none">• Partnering with Real Building Consultants on energy efficiencies at selected Centers.
	Open New Facilities <ul style="list-style-type: none">• Wesley Chapel on schedule to open Summer 2026• Completed Spurlino \$7M Gymnasium addition (January 2025)
	Develop Capital Improvement Plan for All Current Facilities <ul style="list-style-type: none">• Identified deferred maintenance and capital improvement projects for all locations.
	Reinvest \$1M in Deferred Maintenance Each Year <ul style="list-style-type: none">• Invested over \$2.5MM in capital projects / deferred maintenance and \$2.2MM in new fitness equipment (2023–25)• Over \$1M in projects planned for Fall/Winter execution including pool renovations, landscaping, exterior painting and athletic field restoration at multiple locations
	Identify Location for a New East Tampa & New West Tampa YMCA <ul style="list-style-type: none">• Y Leadership in discussions with City of Tampa to identify a location that will serve East Tampa Communities.
	Launch Beautification Initiative at ALL Facilities <ul style="list-style-type: none">• 4 Centers will be painted this fiscal year bringing the total of freshly painted to 6 (NB, NT, CA, BS)• 2 Centers identified for landscaping (BS, NB) bringing our total to 4
	Launch Tampa Heights Development Project <ul style="list-style-type: none">• Executed Land Swap Agreement with city.• Rezoning and density exceptions approved.• Finalizing MDA with Developer.