EMPOWERING FUTURE GENERATIONS

CONNECT. ACHIEVE. THRIVE.

YMCA OF SILICON VALLEY
VISION 2025
OUR MISSION

To strengthen our community by improving the quality of life and inspiring individuals and families to develop their fullest potential in spirit, mind and body.

OUR CAUSE

Strengthening community is our cause. We believe that positive, lasting social change will happen when we all work together to invest in our kids, our health and our neighbors.

As a nonprofit leader and collaborator, our Y empowers future generations by creating extraordinary experiences that transform lives spiritually, mentally and physically. In an inclusive, values-based environment, we help children and teens reach their full potential, enable healthier lifestyles for all, and encourage people to give back, connect and help others.

We make our community a better place to live, work and play – today and for generations to come.

OUR BELIEFS

- We believe all people have potential
- We believe we are stronger when we are inclusive and our doors are open to all
- We believe active and connected families create active connected communities
- We believe in a holistic approach to development, promoting healthy spirit, mind and body
- We believe in placing the greater good above self
- We believe that when we work together with others and build on our history of innovation, we can address the most pressing issues of our community

OUR VALUES

Our core values of caring, honesty, respect and responsibility guide our behaviors.
THE NEED IS GREAT...

Our Strategic Planning Process included research, interviews and working sessions to understand our starting point and strengths, and to identify where we need to focus our future efforts.

- **Community Needs and Trends** gathered through secondary sources
- **Stakeholder Interviews** completed, including donors, community leaders and volunteers
- **Staff Planning Sessions** conducted, with focused work groups
- **Strategic Advantages** identified
- **Prior Strategic Plan Results** reviewed
- **Revenue Mix** considered

Our Findings pointed to pressing community needs within our focus areas.

- Many children and adults in Silicon Valley are living in poverty and facing serious education and health challenges.
- Across all economic levels, people are struggling with isolation, health issues and family stress.
- Parents need resources and support to raise caring, happy, healthy and responsible children.

Critical Community Needs emerged, which our Y has the proven strength and capabilities to address:

<table>
<thead>
<tr>
<th>YOUTH</th>
<th>HEALTH</th>
<th>COMMUNITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Achievement Gap</td>
<td>Chronic Disease &amp; Obesity</td>
<td>Loneliness &amp; Isolation</td>
</tr>
<tr>
<td>Childhood Obesity</td>
<td>Family Stress</td>
<td>Lack of Community Involvement</td>
</tr>
<tr>
<td>Teen Depression &amp; Risky Behaviors</td>
<td>Drowning</td>
<td>Hunger</td>
</tr>
</tbody>
</table>
EMPOWERING FUTURE GENERATIONS

Our Y provides places, programs and people to improve the lives of children, adults and families – and to strengthen our community.

We surround children and teens with developmental opportunities and experiences for learning, enrichment and growth so they can thrive.

- **Thriving youth** become inspired young adults and leaders who understand the value of serving others.
- **Inspired young people** become healthy, responsible and caring adult role models and parents, forming strong and functional families.
- **Healthy adults and families** form connected and caring communities.
- **Caring communities** support and value youth.

This **Cycle of Impact** continues—Empowering Future Generations.
IMPACT 2025
Aspirational Goals

$150M invested in community assets

Y POSITIVE PLACES AND PROGRAMS

EQUITY • INCLUSION

THRIVING YOUTH
250,000 engaged in healthy and educational experiences

CONNECTED, CARING COMMUNITY
40,000 volunteers and donors providing time and resources

INSPIRED LEADERS
100% of Y youth building skills

BALANCED, HAPPY FAMILIES
25,000 spending quality time together

HEALTHY ADULT ROLE MODELS
100,000 improving health and wellness

Fiscal Year 2017 Baseline Numbers
Youth: Grow 122,700 by 103% to reach 250,000
Children in Need: 142,247 living below self-sufficiency index; our Y serves 21,944 of them (15.4%)
Leaders: Continue incorporating developmental assets throughout all programming to touch 100% of Y youth
Adults: Grow 76,000 by 32% to reach 100,000
Families: Grow 17,300 by 45% to reach 25,000
Volunteers and Donors: Grow 17,600 by 127% to reach 40,000
OUR REACH

10 health and wellness facilities
15 swimming pools
110 early learning and after school sites
68 child nutrition sites
2 senior nutrition centers

1 resident camp
28 teen program sites
4 program centers
300 school campuses with Y programs
190+ community partners including hospitals, government, nonprofits, foundations and corporations

OUR BOARD

David Kennedy, Chair
Phil Capin
Francis Ebong
Ron Fior
Pam Foley
Janice Fry
Jim Hori
Mark Johnsen
Gay Krause
Roop Lakkaraju
Don Lee
Katherine Martin
Michael Moul

Scott Neely
Joan Platt
David Pratt
Pasquale Romano
John Savage
Scott Seaman
Ervie Smith
Tom Squeri
Adam Stein
Bob Talbott
Elizabeth Vilardo
Sandy Berlin Walker, CEO
Stan Chinchen, Honorary Member

IMPACT 2025 Committee

OUR STAFF PLANNING COMMITTEE

Richard Clegg, Facilitator
Rachel Abair
Delayzio Amerson
Saadia Aurakzai
Ed Barrantes
Tina Bernal
Shiel Brockbank
Barbara Cardenas
Juan Corpus
Julie Dougan
Anne Ehresman
David Fisch
Tony Ganger
Jill Gary
Susan Gentry
Liz Gonzalez
Julie Griswold
Anne Hartman
Nicole Hartshorn
Doreen Hassan
Mary Hoshiko Haughey
Judy Hayner
Jonathan Iiyama
Karla Jessup
Elizabeth Jordan
Daniel Koba
Ziem Neubert
Andrea Nicolette
Stacey Otlin
Lee Pfab
Marco Recinos
Jessica Redfield
Jean Riederer
Angela Rodriguez
Carole Ruvalcaba
Lupe Ruvalcaba
Jenny-Rebecca Saccardo
Lovedeep Sahota
Karen Scarpulla
Rubén Solorio
Michael Stancil
Thuy Tran
Buick Tuua
Rick Valdez
Sandy Berlin Walker
Julie Wesolek
Renee Zimmerman

YMCA OF SILICON VALLEY
80 Saratoga Ave. Santa Clara, CA 95051
www.ymcasv.org

January 8, 2018