



**Crossroads YMCA**  
**New Leader Orientation**



# INTRODUCTIONS



# CROSSROADS YMCA



# INTRODUCTIONS OF TRAINERS

- Name
- Position
- History with the Y and interesting fact/story



# TEAM MEMBER INTRODUCTIONS

Share with us some info:

- What is your name?
- What branch do you work at?
- What is your job?
- Why you picked the card you did?



# GOALS FOR TODAY TO LEARN

- Who you are working for
- What we do
- Why we do it
- Your role at the Y
- What are some other goals you have coming into this NLO





# STARTING A NEW JOB

Starting work at a new place can feel like the beginning of a new journey. New Y leaders begin their new journey at the Y with many questions so let's discuss:

- Anyone start a new job?
  - *What goes through your mind?*
- What could make this transition
  - *Good?*
  - *Bad?*
- What has your personal experience been at the YMCA?



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ORGANIZATION

# TIMELINE OF CROSSROADS

- 1975** - South Ward School building in Crown Point donated to the YMCA.
- 1997** - New Southlake YMCA was built in Crown Point.
- 2010** - Southlake YMCA merged with the Hammond YMCA to form the Crossroads YMCA Inc.
- 2011** - Griffith Family YMCA opens as third location.
- 2015** - Whiting Family YMCA opens as fourth location.
- 2019** - Southlake YMCA addition is completed and renamed the Dean & Barbara White Southlake YMCA.
- 2021** - YMCA 360 digital branch launches.
- 2021** - Schererville Family YMCA opens as fifth location.
- 2022** - Hobart Family YMCA joins the Crossroads YMCA to become the sixth location.
- 2022** - Triangle Hills Camp & Retreat Center opens to become the seventh location.
- 2023** - Future groundbreaking of the Hammond Destination YMCA.







# CHIEF LEADERSHIP



**Jay Buckmaster**  
Chief Executive Officer



**Robin Tien**  
Chief Financial Officer



**Todd Sevenz-Coleman**  
Chief Operating Officer

ORGANIZATION

*Total number of YMCA service years: 61*



ORGANIZATION

# CORPORATE LEADERSHIP



**Becky Cheek**  
Vice President  
of People and Culture



**Joyce Forman**  
IT  
Director



**Chuck Gutzwiller**  
Vice President  
of Facilities



**Nicole Ochoa**  
Executive  
Assistant



**Jill Schaffenberger**  
Vice President  
of Marketing & Communications



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# BRANCH LEADERSHIP



**Chris Mallers**  
Executive Director  
*Southlake*



**Kevin Klein**  
Executive Director  
*Hammond*



**Kellie Clark**  
Executive Director of Early  
Childhood Development  
*Griffith*



**LJ Matraw**  
Operations Director  
*Schererville*



**Andrew Zimmer**  
Executive Director  
*Hobart*



**Carl Zurbriggen**  
Group  
Vice President – Hobart,  
Griffith, Whiting



**Sarah Johnson**  
Operations Director  
*Camping Services*

Visit the Crossroads YMCA website at [crymca.org](http://crymca.org) to see the full leadership teams on the Locations pages.

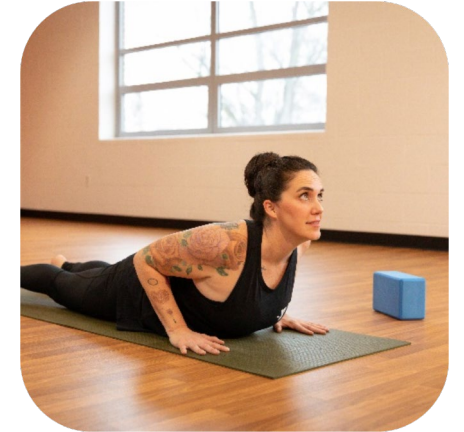




# YMCA360

**The Crossroads YMCA added a digital branch in 2021 with YMCA360 that provides digital content to members!**

- More than 300 on-demand exercise classes and programs are accessible 24/7 to provide another way to engage with the Y from home or when a location isn't nearby
- Content is being added weekly, and livestream classes are available
- Crossroads YMCA and other YMCAs throughout the USA have instructors participating in videos
- Content can be found online at <https://ymca360.org/> or the YMCA360 app





ORGANIZATION

# WHAT IS THE YMCA360?





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**Crossroads YMCA  
New Leader Orientation**





# CROSSROADS YMCA

- Mission
- Core Values
- Key Goals
- Vision



CULTURE

# mis-sion

**/ 'miSHən /**

noun

1.

an important assignment carried out





## **OUR MISSION**

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

CULTURE



CULTURE

Christian Principles . . .



CULTURE



**1891**



CULTURE

The YMCA is For All . . .



# OUR PURPOSE

We're committed to nurturing the potential of children through Youth Development, improving the nation's health and well-being by promoting Healthy Living, and fostering a sense of Social Responsibility by providing opportunities to give back and support neighbors.

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# CORE VALUES

Caring

Honesty

Respect

Responsibility



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# KEY GOALS

The YMCA will be committed to enhancing the health and well-being of our members through relevant and remarkable programming



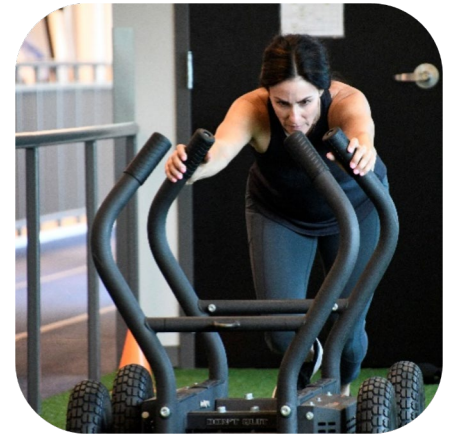
CULTURE



CULTURE

Youth  
Programming  
Swim Lessons  
Dance  
Gymnastics  
Ninja Zone  
Tumbling/Cheer  
Sport Leagues  
Sport Clinics  
Youth Fitness  
STEAM  
Preschool  
Camp

Adult  
Programming  
Swim Lessons  
Group Exercise  
Water Exercise  
Small Group Training  
Personal Training  
Wellness Programs  
Forever Young Events  
Sport Leagues







# KEY GOALS

The YMCA will be a positive influence in the lives of children/teens by providing enriching, values-based programs, early learning academies and summer camp experiences



CULTURE



CULTURE

## Youth Served in Childcare/Camp Programs

**1171** Before/After School

**416** Griffith Early Learning  
Academy

**542** Southlake Preschool

**532** School Break/Camps

**1496** Summer Camp

## Youth Served in Programs

**4037** Swim

**1795** Youth Sports

**971** Gymnastics

**514** Dance

**290** STEAM

**252** Youth/Teen Fitness

**236** Ninja Zone

**49** Music Lessons





## KEY GOALS

The YMCA will be accessible and affordable in the communities that we serve.

Financial assistance tool to calculate membership rate can be found on our website:

[www.crymca.org/findmyrate](http://www.crymca.org/findmyrate)



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**\$1,100,000+** Was given in financial assistance



**\$13,686**  
Camp



**\$42,223**  
Programs



**\$20,644**  
Child Care



**\$1,025,428**  
Membership

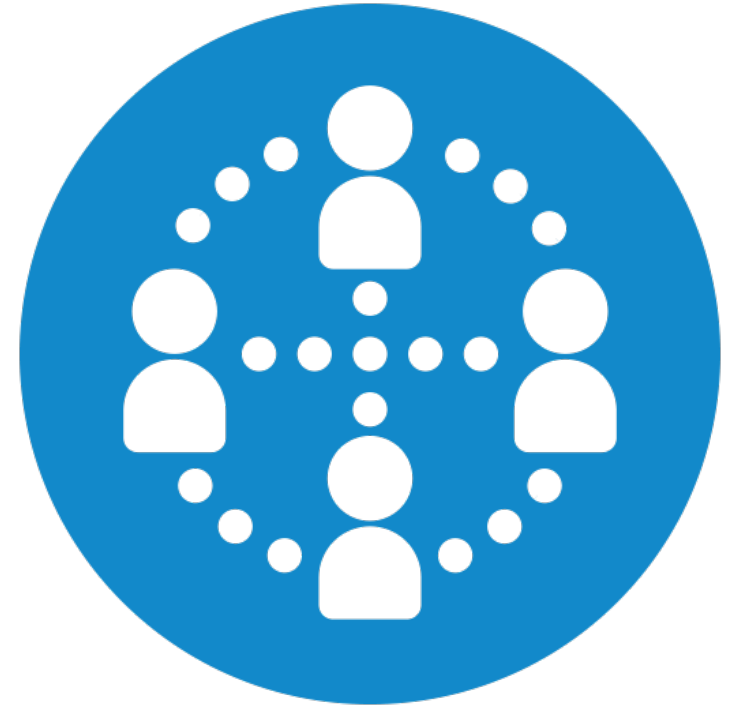
*\*Assistance examples*

CULTURE



## KEY GOALS

To ensure our long term impact the YMCA will be fiscally responsible and aspire to be a CHARITY OF CHOICE for our members, community leaders, and foundations to ensure well-maintained facilities and progressive programming.



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CULTURE

605 Individual Donors

75 Business Donors

51 Event Sponsorships

Over \$531,000 in  
donations





## KEY GOALS

To ensure opportunity and inclusion for all. Aspire to be an ally in the fight for racial justice and economic equality within our communities.



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# HOW WE DELIVER OUR VISION

Through Programs and  
Membership Services

*Let's take a deeper dive!*

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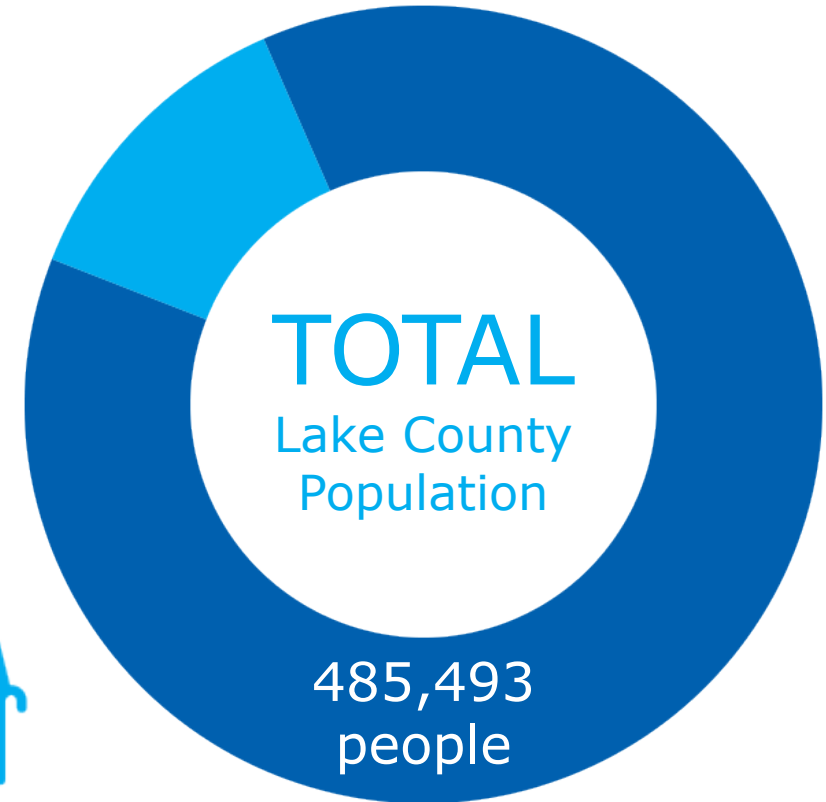


# HOW WE DELIVER OUR VISION

## Who We Serve



**91,861**  
Total people served  
20%



**AGES**  
**0-17**

26,611  
Served



**AGES**  
**18-29**

20,053  
Served



**AGES**  
**30-64**

41,772  
Served



**AGES**  
**65+**

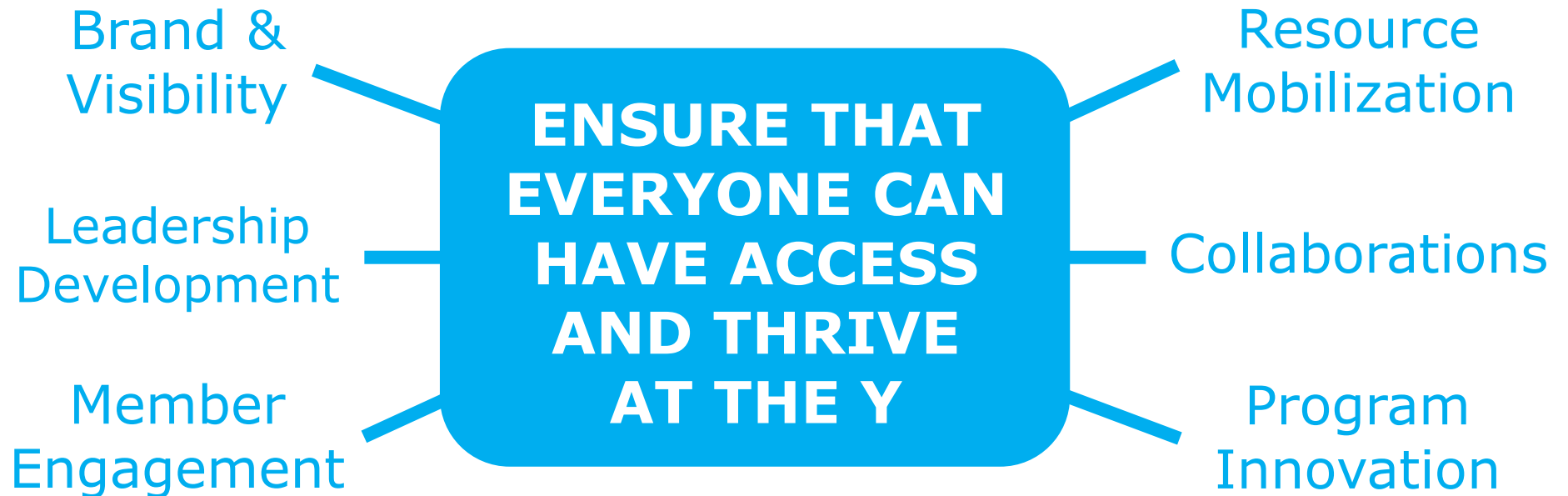
3,425  
Served

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# Framework

Advancing Equity that focus on key areas:



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# ADVANCING EQUITY STATEMENT

We recognize that the YMCA needs to be a leader in advancing the equity and inclusion of all our members, colleagues, and communities that we serve. We work with our staff teams to listen, learn, and lead a culture of opportunity and inclusivity for all.

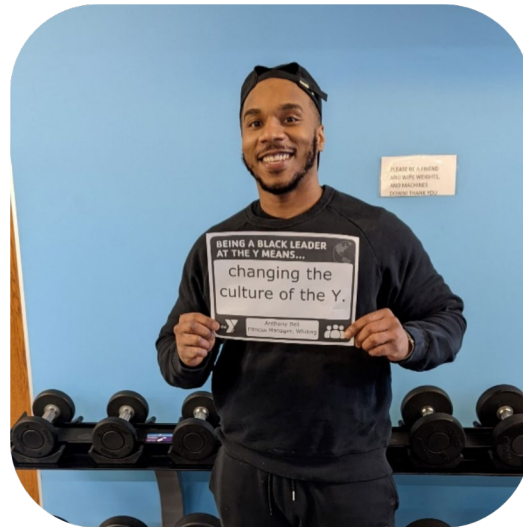
As the YMCA, our cause is strengthening communities. Every day we work side-by-side with our neighbors to ensure everyone has the opportunity to learn, grow and thrive. We believe that all people, regardless of race, ethnicity, age, gender, economic status, or any other consideration have equal value and deserve equal access to opportunities and respect. Discrimination of any kind has no place in this endeavor.

The Crossroads YMCA is dedicated to making sure that you feel welcome, valued, and safe at any of our Y facilities. This commitment is happening throughout our organization. We aspire to be an ally in the fight for racial justice, diverse ability awareness and economic equality within our communities. We believe that by listening, learning, and leading, we will continue to reach that goal.

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# ADVANCING EQUITY



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# A Deeper Dive – Program Guide Activity

## QUESTIONS

Spend 7 minutes in groups of 2-3 and go through guide and see what programs and services we offer.

- What surprised you?
- Have you taken any of these programs or know someone who has?
- What do people say about them?

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# QUESTIONS

What...?

How...?

Why...?

Who...?

Where...?



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SO THE YMCA TEACHES  
PEOPLE HOW TO DO “STUFF”

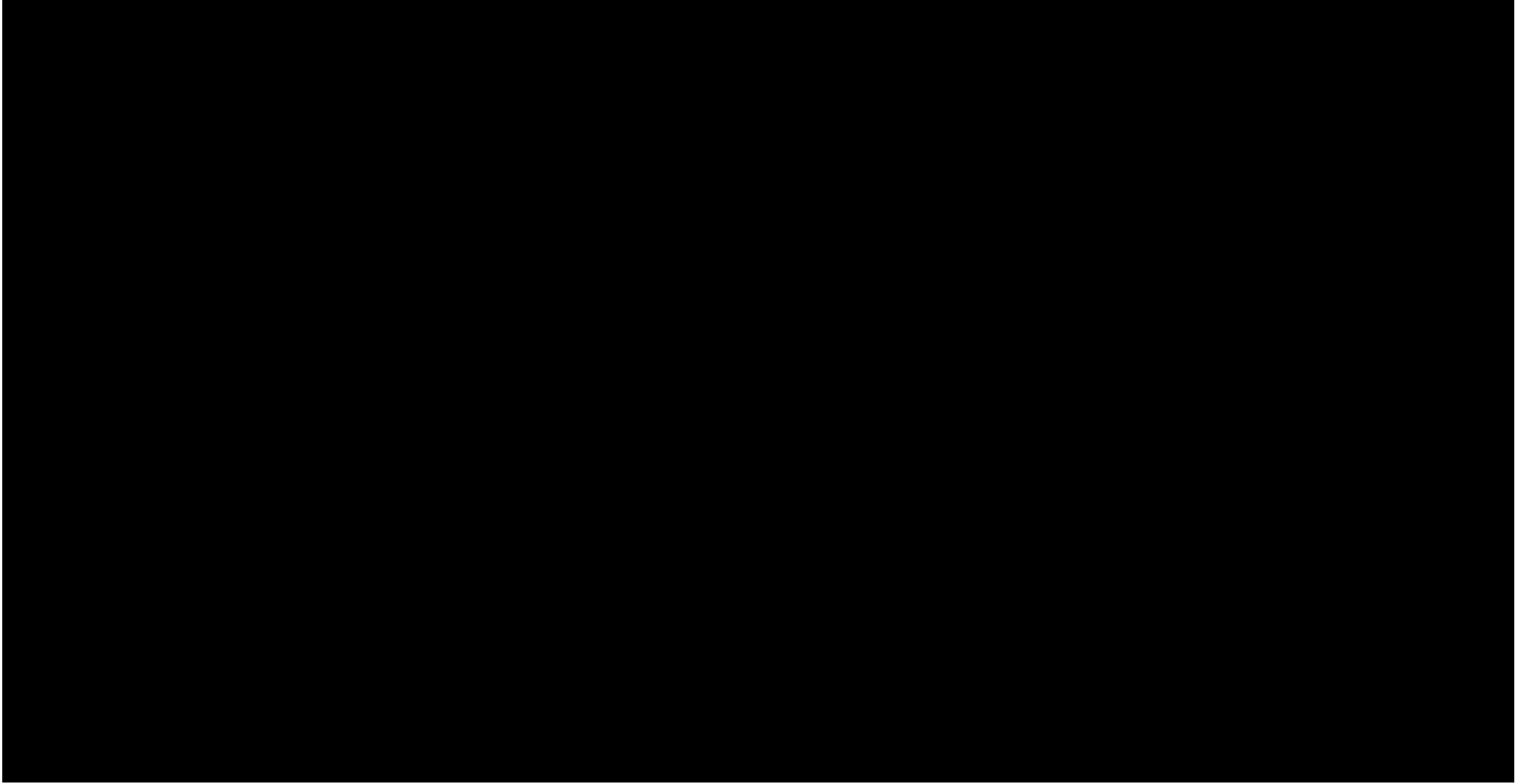
**BUT WHAT DO WE  
REALLY DO?**

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# WHAT IS THE YMCA?



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# WE TRANSFORM LIVES

What surprised you in the video?

What did you recognize or experience in your life?

What new items did you learn?



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# YOUR ROLE IN MAKING THIS HAPPEN

What are the challenges of  
running these programs?

What are the challenges of having  
600+ staff deliver services?

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OUR CULTURE  
OUR EXPECTATIONS  
**CROSSROADS YMCA**  
**LEADER PROMISE**

**Crossroads YMCA**  
**New Leader Orientation**





# CROSSROADS YMCA LEADER PROMISE

I will lead with a positive attitude and demonstrate commitment to our Crossroads YMCA member experience

I know my job and will lead by example for all staff members

I positively recognize and hold staff accountable for delivering the Crossroads YMCA experience

PROMISE



# DECISION MAKING

When making a decision consider these things in order of our staff pledge:

1. Is it Safe?
2. Is it Members and Kids First?
3. Is it Relationship Ready?
4. Is it Efficient?

PROMISE



PROMISE

# SAFETY

I practice safe behavior in everything I do

I take action to always put safety 1<sup>st</sup>

I speak up to ensure safety of the members

## How does this show up?

- Child abuse prevention
- Are your actions safe?
- Be aware of your surroundings throughout the building and take action



# Let's discuss some examples in your job areas

PROMISE

## SAFETY

I practice safe behavior in everything I do

I take action to always put safety 1<sup>st</sup>

I speak up to ensure safety of the members







PROMISE

## **MEMBERS 1<sup>ST</sup>/KIDS 1<sup>ST</sup>**

Ensuring how actions  
will support a kids and  
members 1<sup>st</sup> focus

Find a way to exceed  
expectations

### **How does this show up?**

- Forming and building relationships
- Get to know the people we serve
- Strong relationships = strong communities
- Everyone knows your name and you feel like you belong
- We are dependent on members who purchase our services
- Every staff member is an important contributor to member service
- For every customer who complains, 26 remain silent
- Members just want to be heard and have their complaints addressed



# Let's discuss some examples in your job areas

## MEMBERS 1<sup>ST</sup> / KIDS 1<sup>ST</sup>

Ensuring how actions will support a kids and members 1<sup>st</sup> focus

Find a way to exceed expectations



PROMISE



PROMISE

## RELATIONSHIP READY

Ensure my area is  
"MEMBER READY" at  
all times

Will our interactions  
be genuine and  
memorable?

### How does this show up?

- Welcoming (to all)
  - Genuine  
(true to yourself and others)
  - Hopeful  
(catalyst)
  - Nurturing  
(develop full potential)
  - Determined  
(make community stronger)
- You only get one chance to make a first impression

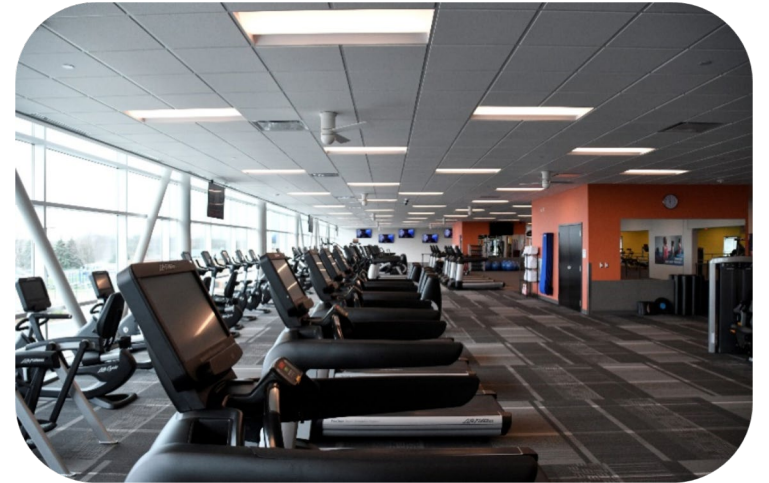


# Let's discuss some examples in your job areas

## RELATIONSHIP READY

Ensure my area is "MEMBER READY" at all time

Will our interactions be genuine and memorable?



PROMISE



PROMISE

## EFFICIENT

I perform my role efficiently so members get the most of their visit

I use my time and resources wisely

### How does this show up?

- On Time
- Dressed in Proper Attire
- With a Smile
- With a Positive Attitude
- Enthusiastic About Your Job
- Be Inclusive for All





# Let's discuss some examples in your job areas

## EFFICIENT

I perform my role efficiently so members get the most of their visit

I use my time and resources wisely



PROMISE



**HOW DO WE KNOW WE ARE ON  
TARGET WITH THESE DECISION  
MAKING QUESTIONS?**

**PROMISE**

**INSPECT WHAT  
YOU EXPECT**





# IMPACT

Measurements and Benchmarks we use

What do you think is important to people?

What happens if we don't create a meaningful experience?

PROMISE



# STAFF PLEDGE

## 4 Key areas of FOCUS

**MUST follow in this order when making decisions**

How will this pledge specifically play into your day to day focus as a team member?

PROMISE

### SAFETY

I practice safe behavior in everything I do

I take action to always put safety 1<sup>st</sup>

I speak up to ensure safety of the members

### MEMBERS 1<sup>ST</sup>/KIDS 1<sup>ST</sup>

Ensuring how actions will support a kids and members 1<sup>st</sup> focus

Find a way to exceed expectations

### RELATIONSHIP READY

Ensure my area is "MEMBER READY" at all times

Will our interactions be genuine and memorable?

### EFFICIENT

I perform my role efficiently so members get the most of their visit

I use my time and resources wisely



# LEADER RE- INTRODUCTIONS

Using your First Name and selecting one of our core values as your Last Name....

- Caring
- Honesty
- Respect
- Responsibility

With what you have heard and learned today, how would you re-introduce yourself and why?



# WHAT TO EXPECT MOVING FORWARD BRANCH ON THE JOB TRAINING

- You will receive on the job training in your department
- Once your training is complete, you will receive an onboarding survey regarding your experience

PROMISE



# CAREER LADDER

Career Ladders are a professional tool the Crossroads YMCA uses to help leaders like you advance your career in a meaningful way. It is designed for natural progression through professional development and achievements.

The benefits of offering the career ladder and lattice methods of career mapping:

1. Provides you the chance to progress in your career through hard work, diligence, and dedication in a clearly defined path.
2. Incentive that encourages Leaders like you to excel and strive toward an important goal that is both beneficial to you and the organization.

Career Ladders state the job title, minimum age requirement, minimum experience, education, and training, and the conditions of employment needed to progress, gaining professional development and achievements.

See your supervisor for your departmental career ladder!

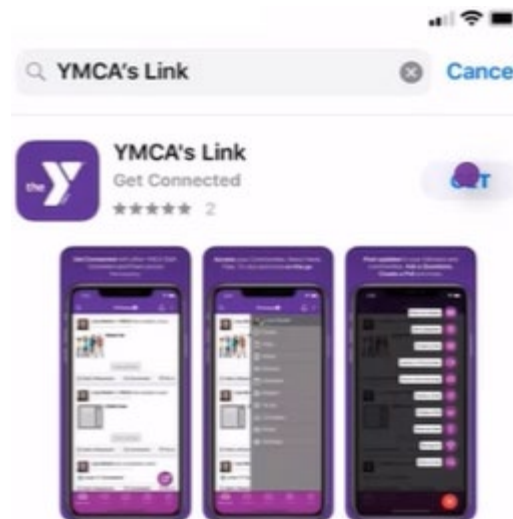
PROMISE



# Y LINK

- Intranet for Y of the USA
- Platform used to network with other Y leaders
- Community, newsfeed, messages, Learning and Career Development Center

Start today with the mobile app!



PROMISE



PROMISE

# LEADERSHIP CERTIFICATION

The Leader Certification is a foundational certificate designed for all YMCA employees; part-time and full-time at all positions of the organization. Designed to be experienced during the first 6 months of YMCA employment to help lead you through your Y career. Most trainings can be found on Y Link.



New Leader Orientation – Completed today!





# BENEFITS AND PERKS!

## Part-Time Benefits

- Voluntary Retirement Savings Account (403b)
- Free Adult Membership w/optional add Family for discounted rate
- 25% Discounted Program Fees!
- Opportunity for Training & Advancement
- CPR Certification
- Flexible Work Schedule
- Bi-Weekly Payroll with Direct Deposit
- Closed on Easter and Christmas

## Full-Time Benefits

- Competitive Medical Coverage
- Free Dental & Vision Insurance
- Free Disability and Life Insurance
- 10% Y Funded Retirement Plan!!
- Voluntary Retirement Savings Account (403b)
- Free YMCA Family Membership
- 50% Discounted Program Fees
- 50% Discounted Camp Tecumseh Registration
- Paid Time Off and Holiday Pay
- Closed Easter and Christmas
- Community PTO
- Opportunity for Training & Advancement
- CPR Certification
- Flexible Work Schedule

PROMISE



# CLOSING

## Learning Check:

1. We deliver our vision through \_\_\_\_\_ and \_\_\_\_\_ services.
2. Name a program the Y offers besides fitness classes.
3. What are the 4 decision making steps you need to use (staff pledge)?
4. Where can you find your leader training?
5. Where can you find tool to estimate Financial Assistance?

## New Leader Orientation Survey:

This survey will be assigned to you in Paycom so please complete it as soon as you receive it so we can incorporate your feedback in future trainings.

PROMISE



# QUESTIONS

What...?

How...?

Why...?

Who...?

Where...?



PROMISE



**WE ARE HAPPY TO HAVE  
YOU LEAD ON OUR TEAM!!**

**PROMISE**

