



YMCA OF GREATER BRANDYWINE | ymcagbw.org

Strategic Plan 2026-2028



Access for All **IMPACT FOR LIFE**

A strategic roadmap for inclusive community transformation.

VISION FOR IMPACT

Together, we will build vibrant communities where everyone feels healthy, connected, and empowered - extending the YMCA of Greater Brandywine (YGBW) beyond our walls to ensure access for all.



PILLARS

LETTER FROM LEADERSHIP

At the YMCA of Greater Brandywine, we are guided by a vision of stronger, healthier, and more connected communities.

This strategic plan — **Access for All, Impact for Life** — charts our course for the future, rooted in our mission to build healthy spirit, mind, and body for all. It represents not only our commitment to the people of Chester County, but also our belief in the power of the Y to transform lives across generations.

The strategies outlined in these pages are bold and forward-looking. Together, we will expand reach and belonging for all, ensuring every individual has the opportunity to thrive at the Y. We will invest deeply in the next generation, preparing youth to lead with resilience, compassion, and confidence. We will strengthen our role as a trusted partner in community health, working alongside healthcare providers and civic leaders to improve well-being for all. And we will pursue sustainability through mission-aligned growth, ensuring that our organization remains strong for decades to come.

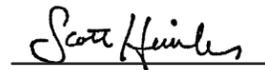
This vision could not have been shaped without the thoughtful input and dedication of many. We extend our heartfelt thanks to the Strategic Planning Taskforce, whose guidance and wisdom have been invaluable throughout this process. We are also deeply grateful to the hundreds of volunteers, staff members, partners, and community voices who contributed their perspectives and helped us sharpen our path forward. Your collective insights and passion ensure that this plan is both ambitious and grounded in the needs of our communities.

As we look ahead, we do so with hope and confidence. Chester County is a place rich with opportunity, and the YMCA of Greater Brandywine is uniquely positioned to help shape its future. Together, we will continue to open doors, remove barriers, and create spaces of belonging for all who call this community home.

Thank you for walking alongside us in this journey. The future of the Y — and of Chester County — is bright, and we are honored to move forward in partnership with you.

With gratitude and optimism,


Bertram L. Lawson II
 President & CEO


Scott Heinerichs, EdD, ATC
 Board Chair and Chief Volunteer Officer



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STRATEGIC PRIORITIES

The Following Four Priorities Guide
Our Work Through 2028

EXPAND REACH AND BELONGING FOR ALL

Expand footprint into underserved areas, remove barriers to participation and ensure every individual feels welcome, connected and valued at YGBW.



PARTNER IN COMMUNITY HEALTH

Deepen integration within the health ecosystem, positioning YGBW as a trusted and effective partner for prevention, recovery and long-term well-being.



DRIVE SUSTAINABILITY THROUGH MISSION-ALIGNED GROWTH

Strengthen financial sustainability by diversifying revenue, innovating programs that meet emerging needs and engaging donors through impact-driven storytelling.

DEVELOP THE NEXT GENERATION

Invest in youth development by advancing programs that nurture leadership, support mental health and prepare young people for lifelong success.



COMPETITIVE ADVANTAGES



These competitive advantages are presented in no particular order. Each plays a vital role in YGBW's impact and identity.

TASK FORCE AND PARTNERS

With Gratitude to Our Strategic Planning Task Force and Partners

The YMCA of Greater Brandywine extends our sincere appreciation to the dedicated board members, staff, and partners who helped guide the development of our 2026–2028 Strategic Plan.

STRATEGIC PLANNING TASK FORCE

CO-CHAIRS

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Task Force Chair, Association Board Member

Atul Malhotra

Task Force Vice Chair, Association Board Member

Y-USA CONSULTANT

Janet Kafkas

Vice President of Service Delivery, YMCA of the USA

YGBW STRATEGIC LEADERSHIP TEAM

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Kim Cavallero

Senior Vice President of Member Experience and Acquisition, YMCA of Greater Brandywine

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Chief Financial Officer, YMCA of Greater Brandywine

Natalia Gallon-Garcia

Chief Human Resources Officer, YMCA of Greater Brandywine

PARTNERS

Chamber of Commerce for Greater Philadelphia
Chester County Chamber of Business & Industry
Bellevue Strategies
YMCA of the USA

BOARD MEMBERS

Scott Heinerichs

Association Board Chair

Katie Angstadt

Association Board Member

Jim Fox

Association Board Member

Jeanne Franklin

Association Board Member

Patrick Kinzeler

Association Board Member and Coatesville YMCA Advisory Board Chair

Tim Krall

Association Board Member and Oscar Lasko YMCA Advisory Board Chair

Radha Pyati

Association Board Member

Praveen Shanbhag

Association Board Member

Bob Shope

Association Board Emeritus

Brandy Smith

Association Board Member

Marisa Tilghman

Association Board Member

Mike Troupe

Association Board Member

LOCATIONS

YMCA OF GREATER BRANDYWINE | ymcagbw.org

ASSOCIATION OFFICE

1 E. Chestnut Street
West Chester, PA 19380
610-643-9622

COATESVILLE YMCA

295 Hurley Road
Coatesville, PA 19320
610-380-9622

JENNERSVILLE YMCA

880 W. Baltimore Pike
West Grove, PA 19390
610-869-9622

KENNETT AREA YMCA

101 Race Street
Kennett Square, PA 19348
610-444-9622

LIONVILLE COMMUNITY YMCA

100 Devon Drive
Exton, PA 19341
610-363-9622

OCTORARA YMCA AND PROGRAM CENTER

104 Highland Road, Suite 1
Atglen, PA 19310
610-593-9622

OSCAR LASKO YMCA AND CHILDCARE CENTER

1 E. Chestnut Street
West Chester, PA 19380
610-696-9622

UPPER MAIN LINE YMCA

1416 Berwyn-Paoli Road
Berwyn, PA 19312
610-647-9622

WEST CHESTER AREA YMCA

605 Airport Road
West Chester, PA 19380
610-431-9622

YMCA PICKLEBALL CENTER AT DOWNINGTOWN

901 Skelp Level Road
Downingtown, PA 19335
267-794-9622

MISSION

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