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ENGAGEMENT**

# Y PATHWAYS

## BUILDING A FUTURE WORKFORCE

### CAREER DEVELOPMENT PILOT



# Agenda

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- **Why Y Pathways**
- **What We Built**
- **What We Learned**
- **Proof Concept Demo**
- **What's Next**



# Building A Future Workforce WHY Y PATHWAYS

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**The Y Pathways project** within **Building A Future Workforce (BFW)** strengthens the YMCA of San Diego County's capacity to attract, retain, and develop a future-ready workforce. Using change management strategies, we are building career pathways that drive staff adoption, engagement, and long-term sustainability across the Association.



# What Is Y Pathways?

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- Career development & navigation platform
- Cohort-based learning model
- Integrated coaching & IDPs
- Equity-centered design



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# Building A Future Workforce THE VISION

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The **Y Pathways** project strengthens the YMCA of San Diego County's capacity to **attract, retain, and develop a future-ready workforce**. Using **change management strategies**, we are building **career pathways** that drive staff adoption, engagement, and long-term sustainability across the Association.



# Meet the SD BFW Project team

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**LATYSA JACKSON**  
Project Manager Lead  
Strategist (CBE)

**JULIAN VILLEGAS**  
Alternate Lead  
Change Management  
Practitioner (CBE)

**MARNIE WILLEY**  
Team HR Strategist  
(ASL)

**RITHI ARORA**  
Grant Writer (ASL)

**ADHANET  
KEFLEZIGHI**  
Grant and Contract  
Compliance Manager  
(CSS)

**BRIAN MILLER**  
Director of L & D-  
Team IDP & Y  
Pathways Design  
Consultant (ASL)

**ABBY SHULL**  
Service  
Implementation  
Director (CSS)

**ED STANFIELD**  
Director of CYD  
Y Pathways Design &  
Career Mapping  
Consultant

**EMILIO ALVAREZ**  
IT Director-Team Y  
Pathways Design  
Consultant



# Y Pathways -- Project Selection and OVERVIEW

## How this proposal supports YMCA and BFW priorities?

<b>Project</b> What is the project?	<b>Purpose</b> Why are we changing?	<b>Particulars</b> What are we changing?	<b>People</b> Who will be changing?
<p><b>Y Pathways</b>                      Grant funded change initiative that enables clear, equitable career pathways to strengthen staff growth, retention, and advancement.</p> <p>The project modernizes how we develop and retain talent—aligning directly with Association strategic priorities.</p>	<p>Collected staff insights revealed the need for transparent career navigation tools and improved internal mobility.</p> <p><b>Y Pathways</b> aims to strengthen staff engagement, career mobility, and retention through a holistic approach to workforce development.</p>	<p>We are creating agency and transparency—moving from process-driven talent management to a people-centered focus that cultivates engagement, growth, belonging, and internal mobility.</p>	<p>All levels of YMCA staff will be impacted—from frontline employees to executive leaders.</p> <p><b>Y Pathways</b> engages every team member in reimagining career development, while equipping supervisors and leaders with growth-minded, inclusive practices that strengthen belonging and internal mobility across the Association.</p>



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# STRATEGIC ALIGNMENT



**COMMITTED TO TEAM WELL-BEING**

**EQUITABLE OPPORTUNITY**  
 (REACH)

**ORGANIZATIONAL STRENGTH**  
 (RESOURCES)

**ORGANIZATIONAL RELEVANCE**  
 (IMPACT)

**ENSURING GREATER OPPORTUNITIES AT EVERY STAGE OF LIFE**

**FORTIFYING OUR FOUNDATION TO FUEL COMMUNITIES TO THRIVE TODAY AND FOR FUTURE GENERATIONS**

**RESPONDING TO COMMUNITY NEEDS TO NURTURE AN ENVIRONMENT OF WELL-BEING & BELONGING FOR ALL**

**FREEDOM WITHIN FRAMEWORK**

**INFORMED BY THEORY OF CHANGE**

**MISSION**

We nurture a healthy spirit, mind, and body so all can thrive while honoring our faith-based heritage.

**VISION**

To be the catalyst to transform lives and community

**VALUES**

Caring, Honesty, Respect, Responsibility



COMMITTED TO TEAM WELL-BEING

The Team "Has The Resources To Do Their Jobs"

The Team "Knows What Is Expected Of Them"

**EQUITABLE OPPORTUNITY**  
(REACH)

Increase Annual Campaign/Contributions

Retain Government Contracts

Grow Strategic Partnerships

**ORGANIZATIONAL STRENGTH**  
(RESOURCES)

Accelerate the Business & Mitigate Enterprise Risk

Maximize Organization's Financial Strength

Execute Capital Projects

**ORGANIZATIONAL RELEVANCE**  
(IMPACT)

Create & Implement the Y Experience

Advance Access to Childcare for All

Evaluate Impact

Expand PYD

Increase Retention & Engagement

FREEDOM WITHIN FRAMEWORK

INFORMED BY THEORY OF CHANGE

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# COMMUNITY BRIDGING & ENGAGEMENT ROADMAP & VISION

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The Y's Vision: **To be the catalyst to transform lives and communities.**

Our **Community Bridging and Engagement Strategy** is grounded in principles and pathways that ensures that all staff and volunteers experience a culture of dignity and value. By embedding into our organizational practices and leveraging data-driven outcomes, we are committed to fostering an environment that reflects and responds to the growing needs of the communities we serve.

This **commitment** is reflected in our long-term successes, **including improved staff retention**, strengthened financial performance, enhanced employee and board engagement, and measurable progress in how we operationalize the mission and values of the Y.



# Purpose & Alignment

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<b>Address</b>	Address organizational priorities by aligning <b>Y Pathways</b> with House 4.0 focus areas of Team Well-Being and Organizational Relevance
<b>Enhance</b>	Enhance developmental access across departments
<b>Support</b>	Support change management goals of the BFW grant



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# FY24 Full-Time Staff Survey – Key Insights

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## HIGHEST Q12 ITEMS

4.31



There is someone at work who encourages my development.

4.36



In the last six months, someone at work has talked to me about my progress.

## LOWEST Q12 ITEMS

4.42



I know what is expected of me at work.

4.15



I have the materials and equipment I need to do my work right.

Highest and lowest Q12 items are identified using Gallup's algorithm, which evaluates overall percentile rankings rather than the mean dimension scores.



# Why now? Leadership insights

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Insights from Y leaders across the movement, revealed clear patterns.

Despite representing different roles and focus areas, the themes below reflect a shared set of priorities, pressures, and aspirations:

- **Workforce development & leadership pipelines**
- **Compensation, benefits & pay equity**
- **Retention, motivation & employee experience**
- **Technology & efficiency**
- **Workforce expectations & generational shifts**
- **Childcare, education & community investments**
- **Community Bridging and Engagement**
- **Economic pressure and operational viability**
- **Advocacy and Influence**



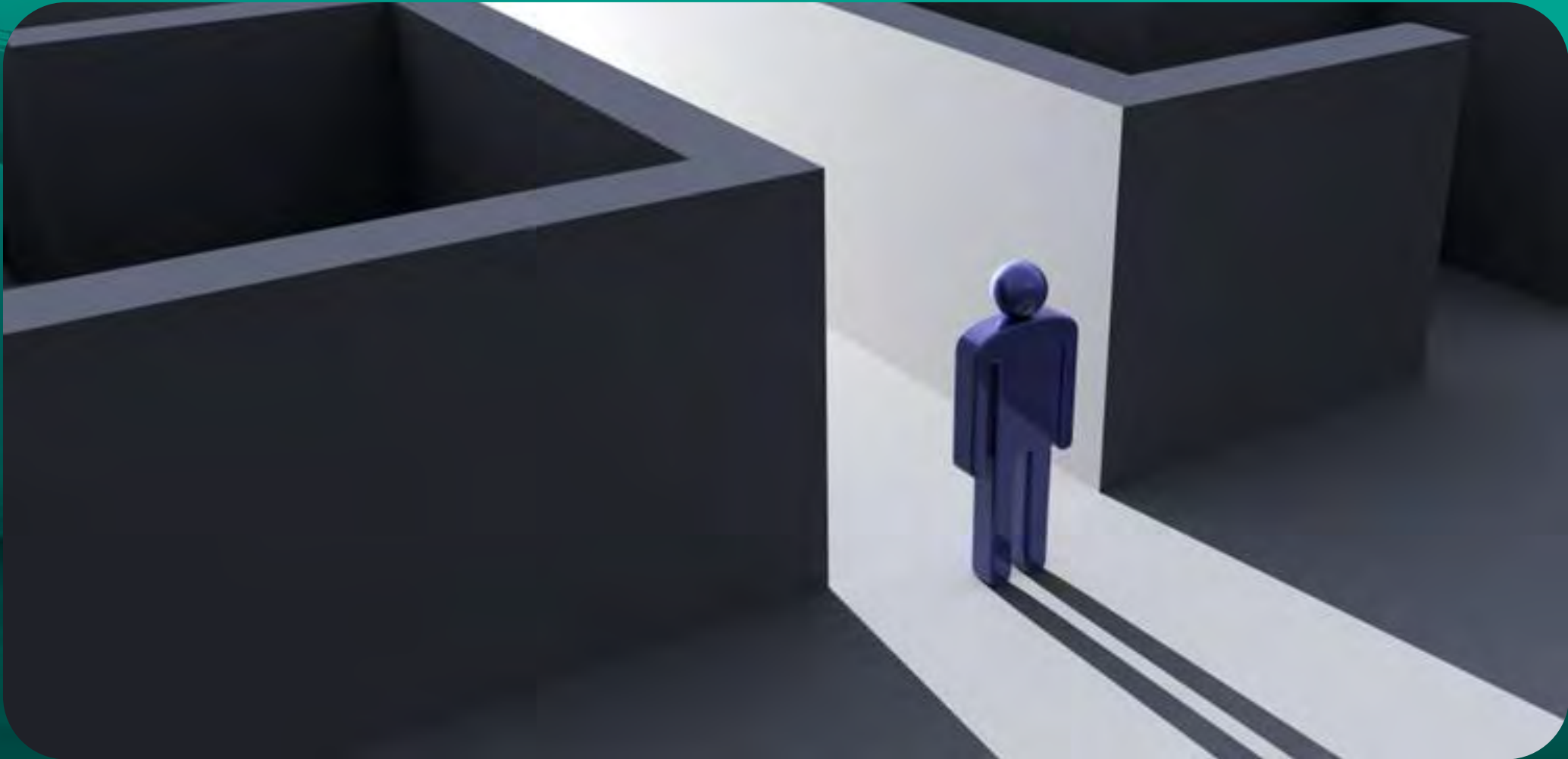
# Y Movement- Expressed needs

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Across the board, leaders are **expressing urgency** around **creating environments** that go beyond employment spaces **where people believe in the mission, feel valued, and have clear pathways to contribute and grow.**

# SUCCESSSES AND CHALLENGES

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# SUCCESS & CHALLENGES

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## Major Wins

- ✓ **Applying PROSCI** with workforce development
- ✓ **94% pilot satisfaction** with perfect scores on empowerment
- ✓ **Employee co-design** building trust and ownership
- ✓ **Equity-centered design from inception**
- ✓ **Sustainable infrastructure** vs. grant-dependent programming

## Obstacles & Solutions

### Manager time constraints

→ Created 15-min templates integrated into existing meetings

### Technology access equity

→ Developed multiple modalities and Navigator support

### Managing expectations

→ Transparency about pathways as possibilities, not guarantees

### Change fatigue

→ Integration with existing priorities vs. adding new initiatives

# LEADERSHIP DECISIONS AND PIVOTS

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## CONDITIONS

- Team capacity shifts, including loss of two project members
- Implementing while learning formal change management
- Limited paid development time across roles
- Uneven readiness for career and advancement conversations

## LEADERSHIP RESPONSE

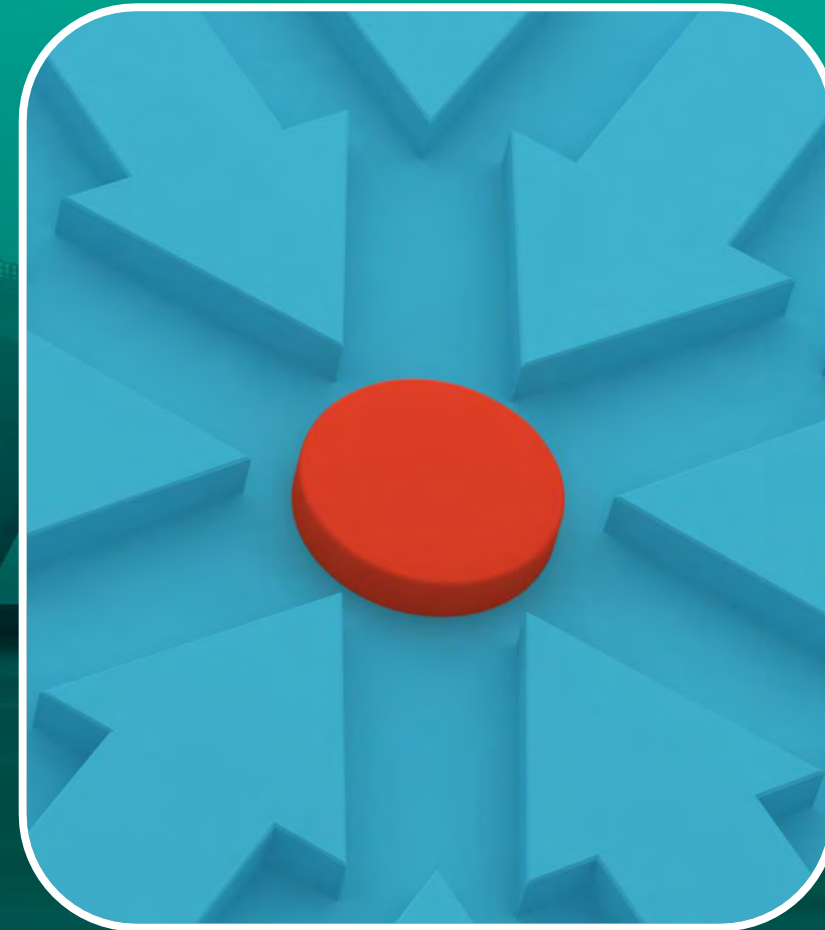
- Shifted to shared ownership and cross-functional support
- Applied change management as a learning practice
- Designed flexible, multi-entry engagement pathways
- Anchored conversations in shared tools and frameworks



# THE PROBLEM WE ARE SOLVING

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- **Limited career visibility**
- **Inconsistent development pathways**
- **Retention risk**
- **Equity gaps in access**



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YMCAs are committed to helping you achieve your goals. COMMUNITY WELL-BEING & BELONGING

# Y PATHWAYS CAREER DEVELOPMENT PROGRAM

## Hosted by Community Bridging & Engagement

Would you start a road trip without a map or fuel? Your career deserves the same direction.

Join us for a two-day experience designed for YMCA staff, whether you're exploring possibilities or planning your next move.

Engage in career mapping, individual development planning (IDP), coaching conversations, and retirement planning insights to help chart your professional growth.

Hear from inspiring Y leaders, including Lauren Reyes, COO of the YMCA of Greater Boston, and discover how meaningful work and connection create a lasting sense of belonging at our Y.

**Program Duration:**  
December 2025 through March 2026

**Program Launch:**  
December 4 & 5 2025  
9 am- 3 pm



**APPLY HERE**  
Scan the QR or follow the link



For more information, contact: LaTysa Jackson • lflowers@ymcasd.org



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## CAREER DEVELOPMENT PILOT INTEREST FORM

### Program Information

**Program Overview:** The Career Mapping Staff Development Pilot is being launched as part of the Building a Future Workforce (BFW) grant project. This pilot supports YMCA staff in exploring career pathways, building leadership skills, and planning professional growth.

**Participant Benefits:**

- Learning career options and identifying pathways to reach desired goals
- Personalized supports for professional growth
- Resources and tools for skill building

**Participant Commitments:**

- Availability for program launch December 4th-5th, 2025
- Availability for monthly learning sessions, trainings, and/or reflection sessions through March 2026
- Willingness to complete pilot program surveys and provide requested data during experience

*\*Minimum of 6 months in current role\**

### Coachee Nominee Information

Name:	Position Title:	Branch/Dept:
Length of time in current role:	YMCA email:	Phone Number:
Length of Employment with YMCA:	Career Pathway Interest:	Skill Development Interest:

Other Career Pathway and/or Development Area Interests (if applicable)?

What are 1-2 career goals for the next 1-5 years?

What supports would help you succeed in this pilot?

### Supervisor Information

Name:	Position Title:	Email:
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What is currently in place to support this staff member's career development goals?

What makes this the right time for this staff's participation?

THANK YOU FOR YOUR INTEREST IN PARTICIPATING IN THE CAREER DEVELOPMENT PILOT!

# COMMUNITY BRIDGING & ENGAGEMENT



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# ACCOMPLISHMENTS

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## Y Pathways Pilot Cohort Launch



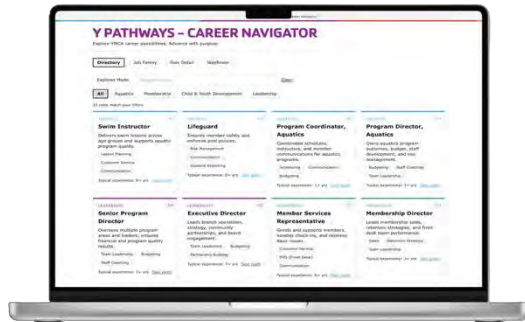
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# BUILDING FUTURE WORKFORCE

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Strategic Priorities (HOUSE 4.0)

## PURPOSE/PRIORITIES



Career Mapping  
**POTENTIAL**



Individual Development Plan  
**PROCESS**



Cause/Conviction  
**PEOPLE**



# Pilot Program Results

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94%

Overall Satisfaction

100%

Gained Pathway Clarity

5.0/5.0

Community Connection

## Key Outcomes from 2-Day Workshop (18 Participants)

- ✓ 100% can apply learning to daily work
- ✓ 100% feel empowered to advocate for their development
- ✓ 86% strongly agree facilitators were excellent
- ✓ 86% plan to continue development conversations

# KEY LEARNINGS

## What We Learned Through This Capstone

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### **Career Development IS Retention Infrastructure**

Employees don't leave organizations, they leave uncertainty. 100% of pilot participants gained clearer understanding of career pathways after just two days. When employees can visualize a future with us, they invest differently in their current roles.

### **PROSCI/ADKAR Model is Non-Negotiable for Sustainable Change**

Different stakeholder groups required vastly different approaches. Executives needed ROI data. Managers needed time-saving tools. Employees needed proof this wasn't 'just another program.' Our 94% pilot satisfaction validates this approach.

### **Equity Must Be Designed In From the Beginning**

Technology access, language considerations, time constraints, and informal networks all create barriers. Navigator infrastructure and human support are critical because technology alone cannot overcome equity gaps.

# Why It Matters



Addresses internal promotion and talent mobility challenges



Supports staff well-being and engagement



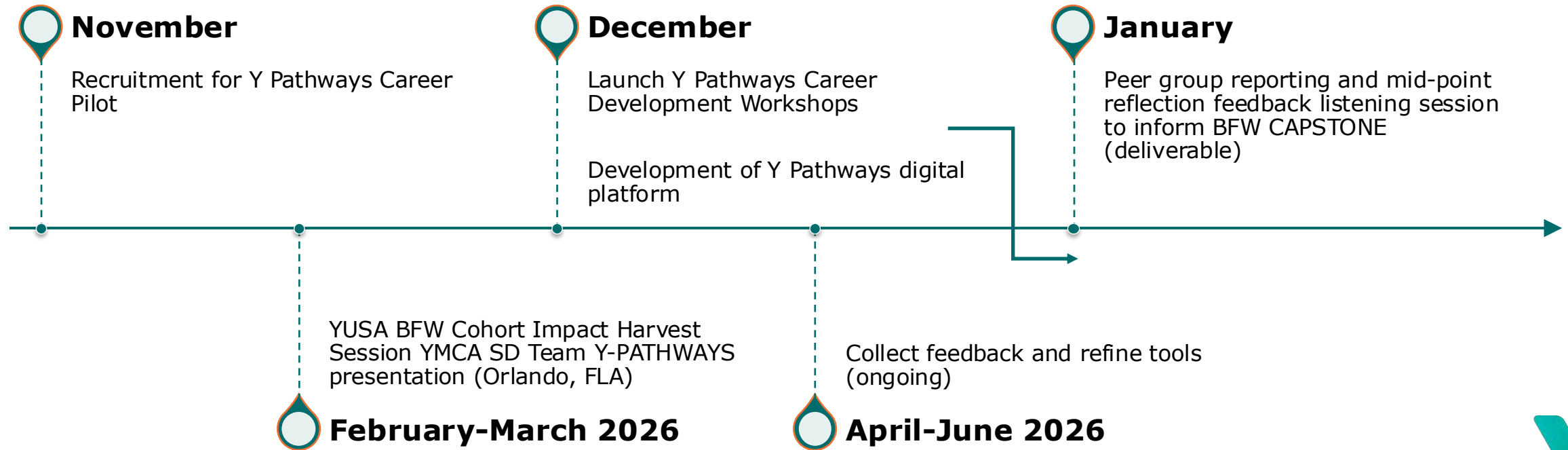
Builds a system for identifying and growing future leaders



Creates tools that are scalable and reportable for future funding



# Timeline



# Y Pathways: Three-Component System

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## COMPONENT 1

### In-Person Staff Engagement Launch

- 2-Day Workshop
- Career Mapping
- IDP Introduction
- Career Coaching Café
- Y Retirement Session
- Leader Storytelling



## COMPONENT 2

### Platform Tool

- Career Navigator Digital Platform
- 47 Career Pathways
- Self-Guided Exploration
- IDP Tracking
- Beta Testing & Refinement



## COMPONENT 3

### Ongoing Support Infrastructure

- Quarterly Workshops
- Monthly Cohort Convenings
- IDP Coaching
- Career Conversations
- Leadership and peer support



# ACCOMPLISHMENTS

## What Has Been Achieved So Far

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### Component 1: In-Person Staff Engagement Launch

- ✓ 2-day workshop with 18 participants completed (December 2025)
- ✓ Career mapping, IDP introduction, Career Coaching Café with leadership
- ✓ Y Retirement session reinforcing long-term value (at no cost)
- ✓ 94% satisfaction, 100% gained pathway clarity, perfect 5.0 community connection scores

### Component 2: Platform Tool Development

- ✓ Career navigation platform in active beta testing with pilot cohort
- ✓ 47 career pathways mapped from entry-level through executive leadership
- ✓ User feedback integration for functionality refinement

### Component 3: Ongoing Support Infrastructure

- ✓ Monthly cohort convenings established for sustained engagement
- ✓ Quarterly 2.5-hour Career Development workshops in L&D catalog
- ✓ IDP coaching and specialist support framework created



# PROSCI ADKAR Framework

## Five Building Blocks of Successful Change

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### Five Building Blocks of Successful Change

**A**

**AWARENESS**

Understanding  
the need for  
change

**D**

**DESIRE**

Motivation to  
support and  
participate

**K**

**KNOWLEDGE**

Skills and  
information to  
support change

**A**

**ABILITY**

Removing  
barriers to  
implementation

**R**

**REINFORCEMENT**

Sustaining change  
over time

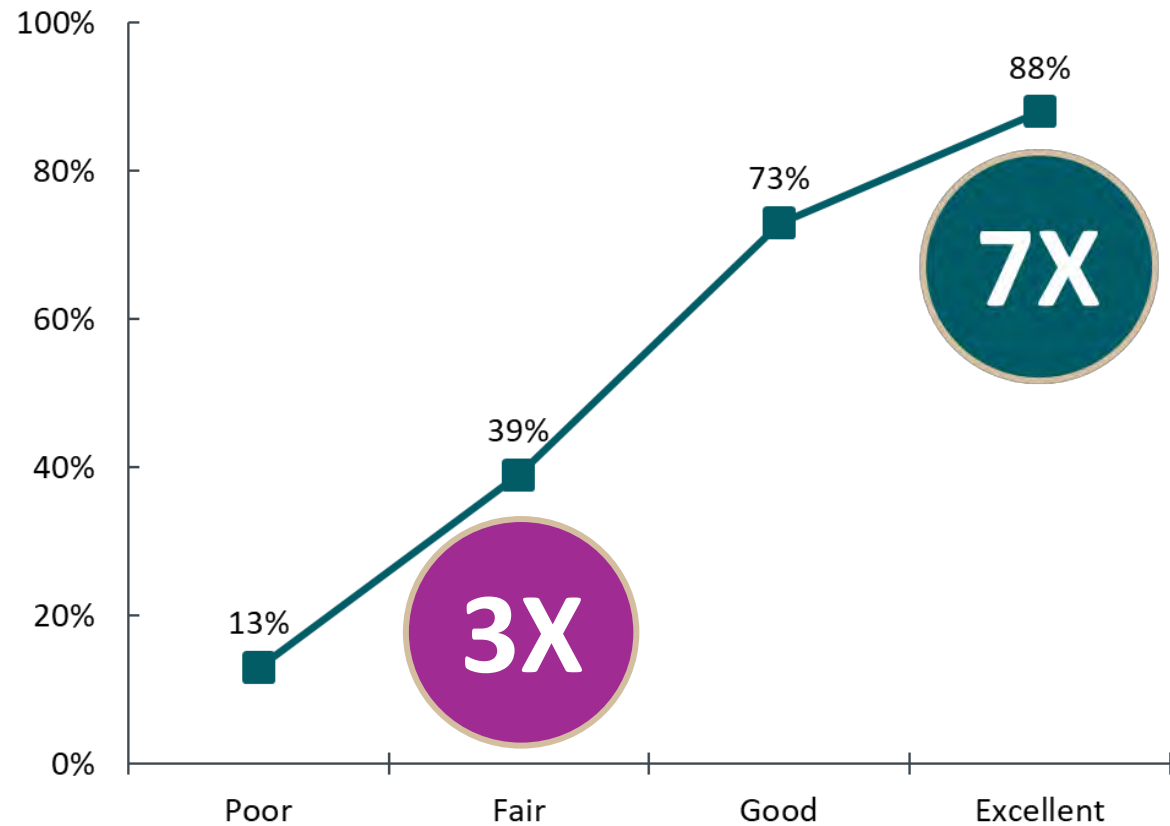
# We Can Increase the Likelihood of Success by Applying Change Management

## Why change management is critical for Y Pathways

- **The data supports the connection:**
- *We are more likely to meet or exceed our project objectives with better change management*

Change Management practices may lead to **7X GREATER SUCCESS**

Percent of respondents that met or exceeded project objectives



# NEXT STEPS & SUSTAINABILITY

## What Comes Next and How We'll Sustain This Work

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### Immediate Next Steps (90 Days)

- Complete comprehensive pilot evaluation
- Expand Navigator platform to 2 additional high-volume branches
- Launch manager training series with 60% trained within 90 days
- Integrate career development into Q2 performance review cycle

### Sustainability Strategy

- Navigator platforms built into operational budget (not grant-dependent)
- Career development embedded in performance management systems
- Monthly cohort convenings creating peer-supported ecosystem
- Metrics dashboard tracking utilization, outcomes, and demographic equity
- Board-level reporting creating executive accountability



# Sustainability Model

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- Quarterly workshops
- Monthly cohorts
- Budget integration
- Leadership reinforcement



# Proof of Concept: Navigation Tool

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- **Live demonstration**
- **Career pathways**
- **IDP integration**
- **Navigator support**



## Y PATHWAYS – CAREER NAVIGATOR

Explore YMCA career possibilities. Advance with purpose.

Directory Job Family Role Detail Wayfinder

Explorer Mode Search roles Clear

All Aquatics Membership Child & Youth Development Leadership

4 roles match your filters

AQUATICS G1

### Swim Instructor

Delivers swim lessons across age groups and supports aquatic program quality.

Lesson Planning  
Customer Service  
Communication

Typical experience: 0+ yrs [See path](#)

AQUATICS G1

### Lifeguard

Ensures member safety and enforces pool policies.

Risk Management  
Communication  
Incident Reporting

Typical experience: 0+ yrs [See path](#)

AQUATICS G2

### Program Coordinator, Aquatics

Coordinates schedules, instructors, and member communications for aquatics programs.

Scheduling Communication  
Budgeting

Typical experience: 1+ yrs [See path](#)

AQUATICS G2

### Program Director, Aquatics

Owens aquatics program outcomes, budget, staff development, and risk management.

Budgeting Staff Coaching  
Team Leadership

Typical experience: 3+ yrs [See path](#)



# CAREER NAVIGATOR – BY JOB FAMILY

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Directory | **Job Family** | Role Detail | Wayfinder

**Aquatics** | Membership | Child & Youth Development | Leadership

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## Aquatics

Explore Aquatics roles at the Y. Browse cards below and open any role to see requirements, certifications, and steps to advance.

**Swim Instructor** G1

Delivers swim lessons across age groups and supports aquatic program quality.

Lesson Planning

Customer Service

Communication

Typical experience: 0+ yrs [See path](#)

**Lifeguard** G1

Ensures member safety and enforces pool policies.

Risk Management

Communication

Incident Reporting

Typical experience: 0+ yrs [See path](#)

**Program Coordinator, Aquatics** G2

Coordinates schedules, instructors, and member communications for aquatics programs.

Scheduling | Communication

Budgeting

Typical experience: 1+ yrs [See path](#)

**Program Director, Aquatics** G3

Owens aquatics program outcomes, budget, staff development, and risk management.

Budgeting | Staff Coaching

Team Leadership

Typical experience: 3+ yrs [See path](#)



# CAREER NAVIGATOR – MATCH BY SKILLS/INTERESTS

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**Directory** Job Family Role Detail Wayfinder

**Hide filters (2)** Search roles [Clear](#)

**All** Aquatics Membership Child & Youth Development Leadership

**Match by Skills (all selected)**

**Customer Service** Communication Lesson Planning Risk Management Scheduling Budgeting Staff Coaching Team Leadership Sales

Retention Strategy Behavior Support Documentation (Licensing) Partnership Building Program Planning Incident Reporting Training Facilitation

POS (Front Desk) Child Supervision Strategic Planning

**Match by Interests (any selected)**

**Working with Kids** Youth Programs Teaching Water Safety Community Partnerships Membership Growth Operations Leadership Mentoring Others

Administration Aquatics

3 roles match your filters

**AQUATICS** G1

**Swim Instructor**

Delivers swim lessons across age groups and supports aquatic program quality.

Lesson Planning

Customer Service

Communication

Typical experience: 0+ yrs [See path](#)

**MEMBERSHIP** G1

**Member Services Representative**

Greets and supports members, handles check-ins, and resolves basic issues.

Customer Service

POS (Front Desk)

Communication

Typical experience: 0+ yrs [See path](#)

**CHILD & YOUTH DEVELOPMENT** G1

**Child Watch Attendant**

Welcomes and supervises children in on-site child watch while parents use the facility.

Customer Service

Communication

Child Supervision

Typical experience: 0+ yrs [See path](#)

# CAREER NAVIGATOR – ROLE DETAIL AND PROGRESSION

COMMUNITY BRIDGING & ENGAGEMENT

Directory | Job Family | **Role Detail** | Wayfinder

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AQUATICS

## Program Director, Aquatics

Owns aquatics program outcomes, budget, staff development, and risk management.

<b>Requirements</b> <ul style="list-style-type: none"><li>Budget ownership</li><li>Staff leadership and training</li><li>Program growth and community partnerships</li></ul>	<b>Certifications</b> <ul style="list-style-type: none"><li>YMCA Team Leader (Level 2)</li><li>CPR/First Aid</li></ul> Typical experience: 3+ years	<b>Pathway Steps</b> <ol style="list-style-type: none"><li>Manage part-time staff schedules</li><li>Own program budget and reporting</li><li>Lead risk management drills</li><li>Build community partnerships</li></ol>	<b>Key Skills &amp; Interests</b> <p><b>Skills</b></p> <ul style="list-style-type: none"><li>Budgeting</li><li>Staff Coaching</li><li>Team Leadership</li><li>Partnership Building</li></ul> <p><b>Interests</b></p> <ul style="list-style-type: none"><li>Leadership</li><li>Community Partnerships</li><li>Aquatics</li></ul>
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**Next roles**

<p>LEADERSHIP</p> <p><b>Senior Program Director</b></p> <p><a href="#">View role</a> G4</p>	<p>LEADERSHIP</p> <p><b>Executive Director</b></p> <p><a href="#">View role</a> G5</p>
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# CAREER NAVIGATOR – PATHWAY MAPPING

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## Y PATHWAYS – CAREER NAVIGATOR

Explore YMCA career possibilities. Advance with purpose.

Directory

Job Family

Role Detail

**Wayfinder**

From role

Swim Instructor

To role

Executive Director

### Pathway

AQUATICS

**Swim Instructor**

[View role](#)

G1

AQUATICS

**Program Coordinator,  
Aquatics**

[View role](#)

G2

AQUATICS

**Program Director, Aquatics**

[View role](#)

G3

LEADERSHIP

**Executive Director**

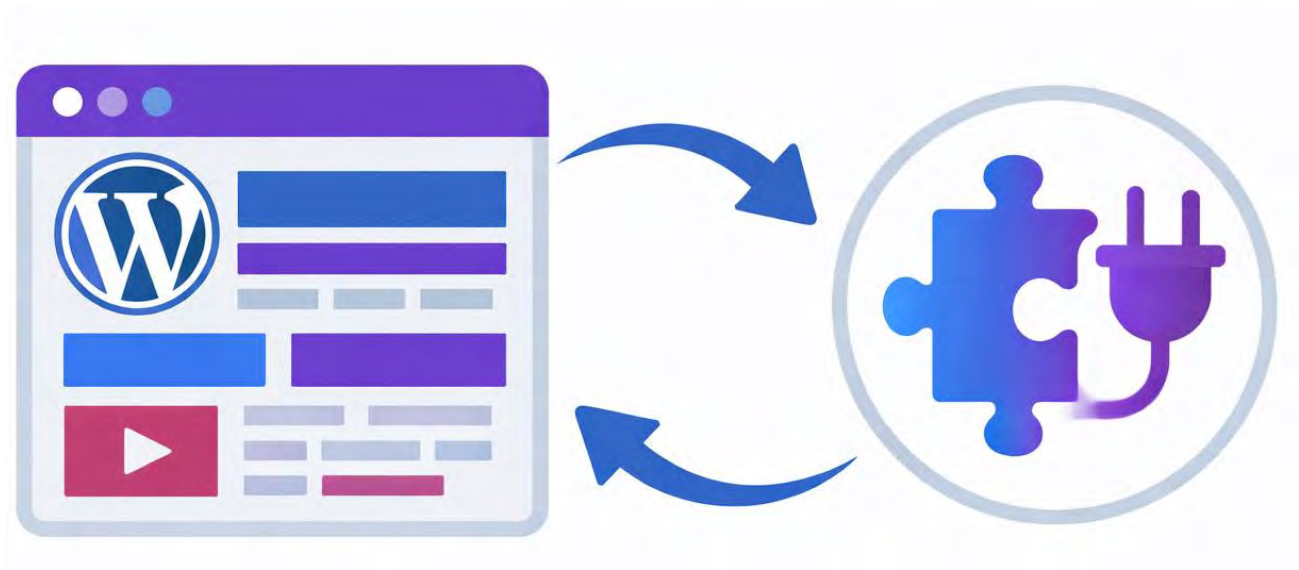
[View role](#)

G5



# Y PATHWAYS SOLUTION ARCHITECTURE

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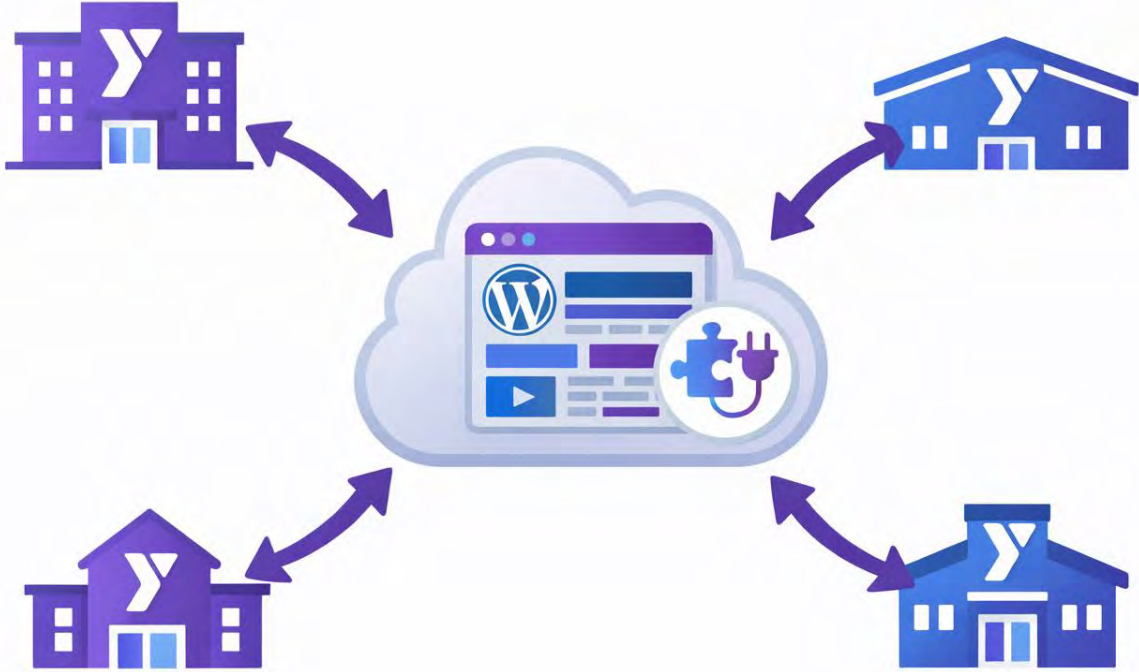
**WORDPRESS SITE**  
FRONT END PORTAL

**Y PATHWAYS PLUGIN**  
CAREER NAVIGATOR TOOL

# Y PATHWAYS

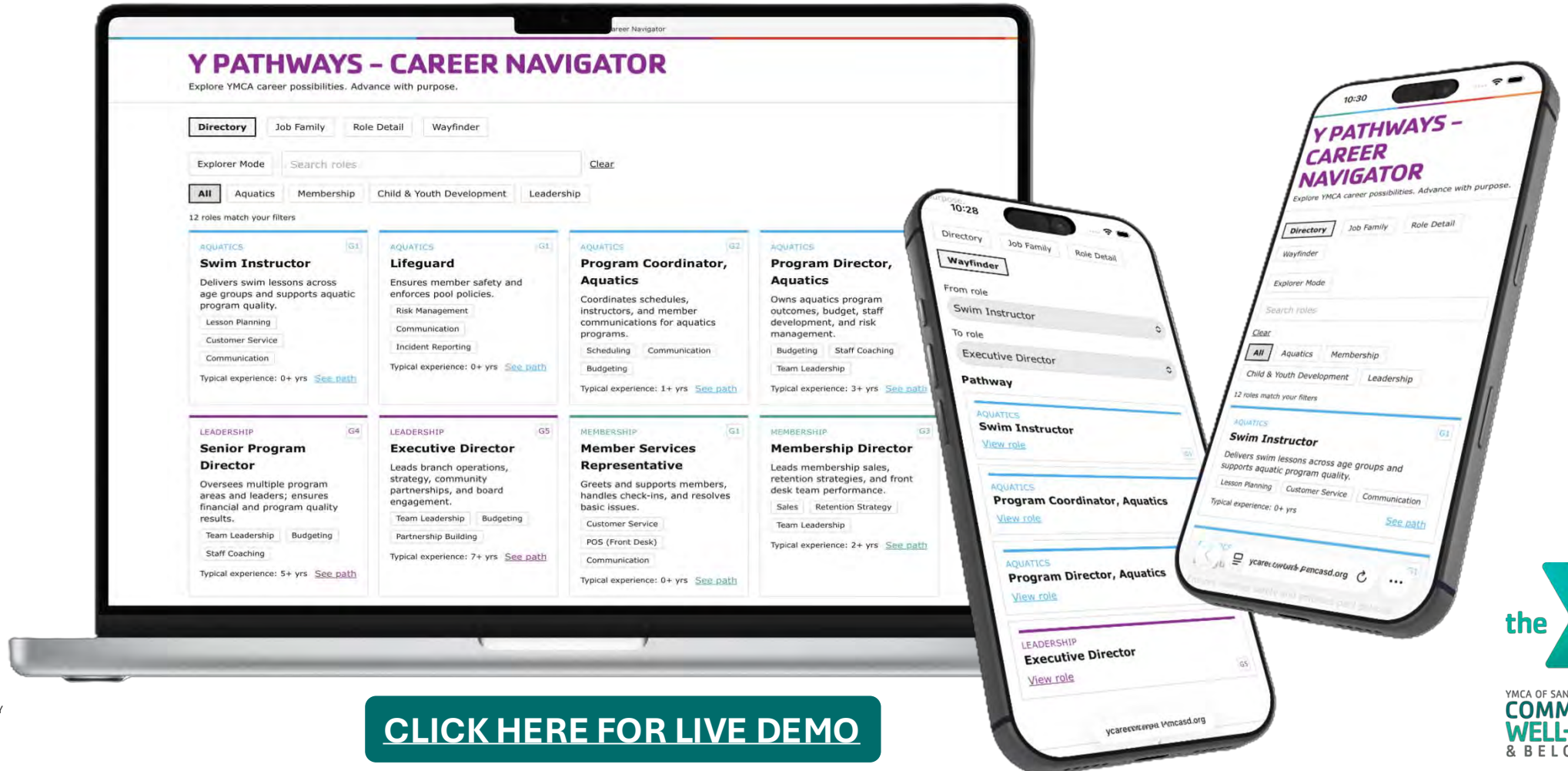
CENTRALIZED / CUSTOMIZABLE / SCALABLE

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# Y PATHWAYS DESKTOP / MOBILE

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CLICK HERE FOR LIVE DEMO



# Equity & Access by Design

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**Universal  
Design for  
Learning**

**Non-desk  
staff  
access**

**Facilitated  
navigation**

# Y PATHWAYS NEXT STEPS

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- Activate communication, socialization and invitation to participate
- Participate in Success Workshop
- Approve Scorecard metrics
- Champion Y Pathways communications
- Engage C-Suite level as additional sponsors
- YUSA will meet with CBE team and Executive Sponsor (CEO)
- Request to be added to agenda for Starts With Us Town Hall



## What Comes Next and How We'll Sustain This Work

### Immediate Next Steps (90 Days)

- Complete comprehensive pilot evaluation
- Expand Navigator platform to 2 additional high-volume branches
- Launch manager training series with 60% trained within 90 days
- Integrate career development into Q2 performance review cycle

### Sustainability Strategy

- Navigator platforms built into operational budget (not grant-dependent)
- Career development embedded in performance management systems
- Monthly cohort convenings creating peer-supported ecosystem
- Metrics dashboard tracking utilization, outcomes, and demographic equity
- Board-level reporting creating executive accountability

# Executive Ask

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- **Continue sponsorship**

- **Champion adoption**

- **Resource for scale**



# YMCA CORE VALUES INTEGRATION

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## CARING

Investing in employee development demonstrates we care about our people, not just the populations we serve.

## HONESTY

Transparency about career advancement realities builds trust, even when the message is 'this takes time and effort.'

## RESPECT

Equity-centered design ensures all employees, regardless of role or background, have access to career development.

## RESPONSIBILITY

Building sustainable infrastructure ensures long-term commitment to workforce development and mission delivery.





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**COMMUNITY  
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ENGAGEMENT**

## **PROJECT TEAM & ACKNOWLEDGMENTS**

### **Project Leadership**

**LaTysa Flowers-Jackson** - Project Lead & PROSCI Certified Practitioner  
Association Director of Community Bridging & Engagement

**Julian Villegas** - Alternate Project Lead & PROSCI Certified Practitioner  
Vice President of Community Bridging & Engagement

**Adhanet Keflezighi** - Y Pathways Career Development Staff Engagement Coordinator Lead  
Director of Contract Compliance

### **Executive Sponsors**

**Todd Tibitts** - President & Chief Executive Officer

**Marnie Wiley** - Senior Vice President, Human Resources

**David Frederick** – Exec Vice President, Chief Brand Officer

### **Core Implementation Team**

Brian Miller, Adhanet Keflezighi, Abby Shull, Ed Stansfield, Emilio Alvarez

# Q & A

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**Every employee deserves  
clarity about their future  
with us.**

Y Pathways is our commitment to making that clarity a reality.



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**THANK  
YOU!**



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# APPENDIX

- **DETAILS FOR PROJECT MANAGEMENT**
- **DETAILS FOR CHANGE MANAGEMENT**

# PCT Assessment

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## SO WHAT?

- **Leadership sponsorship and visibility** are pivotal to transforming *Y Pathways* from a project into a lasting cultural shift that strengthens engagement and retention across the Association.
- Centering **change management** positions us to sustain progress and build a **future-ready workforce** aligned with our organizational priorities.

## NOW WHAT?

- *Y Pathways* now centers on **change management as the driver** for creating a future-ready and connected workforce.
- **Engagement from key stakeholders**—through feedback, advocacy, and resource alignment—will be essential to sustain momentum and adoption.
- As we prepare for the **in-person cohort launch**, **sponsor visibility and cross-department collaboration** will ensure alignment, readiness, and a successful rollout.

# ADKAR® Model

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### IT Team

The ADKAR Assessment is the resource used to gather a snapshot of ADKAR scores for individuals or groups to guide change management activities, plans and adaptive actions. ADKAR Assessments are typically completed at multiple points in the project lifecycle.

Score ?

Awareness of the need for change.	1	2	3	4	5
Desire to support and participate in the change.	1	2	3	4	5
Knowledge about how to change.	1	2	3	4	5
Ability to implement the required skills and behaviors.	1	2	3	4	5
Reinforcement to sustain the change.	1	2	3	4	5

Completed

### Barrier Point

Barrier Point

A	D	K	A	R
3	4	4	3	4

Barrier Point: awareness

Click on [View Analysis and Actions] to explore guidance for resolving a barrier point at this ADKAR element.

[View Analysis and Actions](#)

\*What knowledge is needed to Support this change?

This model will be used to score the project status through execution for each team.

# Why It Matters

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Addresses internal promotion and talent mobility challenges



Supports staff well-being and engagement



Builds a system for identifying and growing future leaders



Creates tools that are scalable and reportable for future funding



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# Y PATHWAYS

Building a Future Workforce Capstone

Career Development & Navigation Platform

YMCA of San Diego County