

CYO STRATEGIC PLAN 2008

The CYO program in the Diocese of Toledo (Ohio) is continuing its strategic planning process. The following pages are the ideas, which were developed on Wednesday, January 30th, 2008 at the Catholic Center. Those present at the meeting included:

CYO Advisory Committee Members

Karla Bodenstedt	Toledo, St. Patrick of Heatherdowns
Sister Carol Gregory	Superintendent of CCMT Schools
Michael Kaucher	Toledo, Central Catholic High School
Dave Martis	Toledo, St. Joan of Arc
Rev. Dave Reinhart	Oregon, Cardinal Stritch High School
Marc Schoen	Bellevue, Immaculate Conception
Rita Sheely	Toledo, Gesu
Bob Tate	Toledo, St. Thomas Aquinas
Michael Thompson	Perrysburg, St. Rose
Jim White	Toledo, St. Pius X

Invited Guests

Marty Connors	Facilitator
Ginnie Coker	Bryan, St. Patrick
Ray Hahn	Rossford, All Saints
Sister Patricia McClain	Whitehouse, Lial
Beth Mouch	Toledo, Little Flower
Tim Sobieszczanski	Toledo, St. Patrick of Heatherdowns
Jim Thomas	Toledo, OLPH
Mike Thome	Maumee, St. Joseph
Joe Walsh	Toledo, OLPH

CYO Staff

Julie Dubielak	Asst. Director of CYO Athletics
Shirley Grzecki	CYO Secretary
Tina Macke	CYO Staff Member
Jeff Mielcarek	Director of CYO Athletics
John Orozco	CYO Soccer Commissioner
Marty Turner	CYO Football Staff

History of CYO Strategic Plan

The CYO Athletic program for the Diocese of Toledo began the process for their first Strategic Plan during 1996 with a series of three meetings at Toledo, St. Patrick of Heatherdowns Parish. This first plan was finalized on June 26, 1996. The original plan was designed to be used as a guide for the CYO program from 1996-2000.

The second Strategic Plan was developed after a meeting at Maumee, St. Joseph Parish on March 1, 2000. This second plan was used from 2000-2003.

A third plan was developed in 2004 after a meeting on February 18th at The Catholic Center and was used as the CYO guide until 2007.

Each plan has been a road map for the CYO Athletic program. There have been many accomplishments derived directly from these Strategic Plans.

Some of these accomplishments include: the CYO Team Prayer, the CYO Fall Mass, 8th grade Leadership Award, Coaches' Certification program, Parish Athletic Director Meetings, the CYO Advisory Committee, CYO monthly page in the Catholic Chronicle, CYO website, Parish Youth Drive, CYO fees, a new fenced-in outdoor athletic complex, the appearance of Westminster Gym, a new sign to the front of the CYO Complex, CYO prayer banners hung in parish gyms throughout the diocese, a game report for coaches and/or parents to report problems to the CYO office, Monsignor Schmit Scholarship for Officials, no track meet beginning before 1:00 PM on Sunday, 1st & 2nd grade soccer division, consistent "all play" rules and rules and policies for cheerleaders.

All of the CYO Strategic Plans have included goals for the following six categories:

1. Faith Formation
2. Volunteers
3. Public Relations/Image
4. Fundraising
5. Programming
6. Facilities

This new plan will follow the same six sections and will be used as a guide for the CYO program from 2008 – 2012.

CYO STRATEGIC PLANNING PROCESS

SWOT ANALYSIS

Strengths

One of the biggest strengths of the CYO program is that it is faith-based and parish-centered. There continues to be a high level of participation in the program not only by the student/athletes, but also by parents and grandparents. The CYO program offers these opportunities for all levels of ability. The Monsignor Schmit CYO Athletic Complex was also singled out as a strength that tied into the whole family environment that the program offers. It was also pointed out that there has been good, stable leadership in the CYO office for the overall program.

Weaknesses

Adult behavior in all forms of youth athletics continues to deteriorate and the CYO program is not immune from this. Some of the examples mentioned included modeling off of professional athletes, lack of ethics, overzealous coaches, inappropriate parent behavior and parents living vicariously through their kids. A lack of suitable practice facilities (both indoor and outdoor) remains a concern. Funding at both parish levels and the diocesan CYO office were concerns. There is also no current funding plan for capital improvements or maintenance at CYO existing facilities. There were also concerns about the lack of volunteers and lack of inter-parish collaboration.

Threats

There were a number of items pointed out as threats to the CYO program today. These include club-based teams, new school and parish configurations, Catholic junior highs and academies, continued declining enrollment at Catholic schools and disproportional sizes of parishes. It was also mentioned that volunteerism is lacking which may be due to requirements such as certification and fingerprinting being placed on coaches, as well as a lack of commitment by the adult volunteers. The perceived lack of competition in the CYO program vs. other outside programs was also listed as a threat.

Opportunities

The CYO program must continue to build on the Catholic aspect of the program. Having a blessing of both players and coaches at a parish Mass each season was listed as one way to make the entire parish community aware of what the youth of the parish are doing. Continuing to encourage and offer different examples of how coaches should pray at each practice and also how coaches need to be strong examples for the youth on their teams by attending Sunday Mass each week. The CYO continues to have a captive audience in the parish pews of former CYO parents, coaches and participants that enjoy being reminded and kept up to date on what is occurring in the parish CYO athletic programs. Other opportunities that were listed included building a CYO indoor facility adjacent to the existing Monsignor Schmit CYO Outdoor Athletic Complex, sponsorships of CYO programs and different fund-raisers at the parish level. It was also mentioned that CYO needs to look at adding some other activities that might include 3rd & 4th grade basketball, baseball, tennis, wrestling, lacrosse and golf.

Faith Formation

STRATEGY: The CYO will be a leader in promoting the Catholic faith by providing opportunities for participation in activities, which will enhance the spiritual well-being of the youth of the diocese.

GOAL: To create a framework by which faith formation may occur at all times within the CYO program.

OBJECTIVES:

- Include a “value of the week” or a religious message of the week for coaches and others who visit the website.
- Develop and implement a Team Sportsmanship Award that would be based on criteria to include players, coaches and spectators.
- Develop a model for an athletic-based retreat which could be used by the parishes and evaluate the need for a deanery-based retreat for participants in the CYO program.
- Develop a guide and encourage parishes to have a special Mass and/or blessing of athletes and coaches at a Sunday Mass each season. This would also help to bring a stronger parish awareness of youth athletics and activities within the parish community.
- Have special Masses in the different deaneries throughout the year where teams could come together and celebrate Mass.
- Create a better means to educate parents about values and behaviors at youth sporting activities. This might include the parent code of ethics being reinforced in print and/or a video.
- Develop examples of prayers that coaches could use at their practices throughout the season.
- Continue to encourage parish athletic directors to look for opportunities for their teams and participants to get involved in supporting other ministries (feed your neighbor,...).
- Encourage coaches to create closer ties to the parish Youth Minister which may offer a better opportunity for the youth to take part in the spiritual life of the parish.

Volunteers

STRATEGY: The CYO will provide an opportunity for people within the Diocese and our community to spend quality time helping with youth teams and programming.

GOAL: To seek ways to better recruit and retain quality volunteers who will serve as role models to the youth participants of our Diocese.

OBJECTIVES:

- Seek out “retired” CYO coaches to assist in gyms and other game venues.
- Create a resource for parish athletic directors to assist them in the selection process of coaches.
- Develop a guide to assist parishes help new coaches through mentor programs (using veteran coaches) and help them to deal with “difficult” kids and parents.
- Evaluate the current CYO Coaches’ Certification program to “freshen” it up and make any necessary changes to the program which may include different sessions based on the number of consecutive years which a coach has been certified, fingerprinting at the sessions, web class sessions and the way that high school students are certified.

Public Relations

STRATEGY: The CYO will project a positive public image within the Diocese and the community it serves.

GOAL: Communicate CYO activities, success stories and mission in area publications.

OBJECTIVES:

- Include a general overview of the CYO Athletic program that a new family to the program could look at to become more informed.
- Include a “value of the week” on the CYO website.
- Include “hyperlinks” on the CYO website for schools and parishes.
- Make better use of existing communication tools (parish bulletin/school newsletter).
- Create a weekly update either through the current CYO website or a mass e-mail. Use the “Complex Notes” as a model for these updates.
- Develop a brochure for the CYO program that could be distributed to new families at the parishes and Catholic grade schools.
- Submit information to the Toledo Blade Saturday religious page, as well as to other city and community papers throughout the diocese.
- Submit information to parish bulletins regarding the CYO Athletic programs.
- Evaluate the possibility of selling CYO shirts, sweatshirts, hats, etc. at the CYO Complex and other mega-events (ie. diocesan track meet, cross country, Toy Bowl).

Fundraising

STRATEGY: The CYO will be viewed as an attractive financial investment for both businesses and individuals who donate support to the youth programming provided by CYO.

GOAL: To encourage donations for the Monsignor Schmit CYO Athletic Complex, as well as other CYO programs and activities so that the fees charged for CYO programs would not need to be adjusted during the life of this current plan.

OBJECTIVES:

- Define the leadership group to raise funds for CYO programs rather than relying on present staff. This group would include members of the CYO Advisory Committee.
- Identify the need for additional funds & develop a case for giving.
- Develop a strategy needed and implement a plan for selling advertising at the CYO Complex, as well as sponsorship of CYO activities. The goal is to generate an additional \$25,000 in revenue on an annual basis beginning with the 2009-10 CYO season.
- Develop a plan to have CYO supporters name the CYO Athletic program as a beneficiary in their will and/or insurance policies.
- Develop an annual CYO fundraiser. This may be a dinner or some other event that would fit in the CYO schedule. This could also be a program with pictures and advertising.
- Develop a fundraising guide of ideas which parish athletic programs could use to help them to raise funds at their parishes.
- Evaluate the sale of season passes for CYO events.

Facilities

STRATEGY: The CYO will use and supervise all existing facilities, as well as seek out any suitable facilities that will aid programmatic goals of CYO.

GOAL: Schedule all games, meets and events at safe and suitable sites.

OBJECTIVES:

- Secure adult supervision for every site in which a CYO event is played.

- Conduct a feasibility study on the need for an indoor facility (old Catholic Club model) and evaluate the cost of the project.

- Monsignor Schmit Outdoor Athletic Complex:
 - Evaluate need/cost of installing lights;
 - Obtain more bleacher seating;
 - Evaluate feasibility/cost of scoreboards with clocks for football & soccer games;

Programming

STRATEGY: The CYO will offer quality athletic programs that will enable the youth involved to grow physically, spiritually and socially while interacting with youth from different racial, cultural and economic backgrounds.

GOAL: To offer programs that allows youth to participate in a positive environment with positive role models realizing that the landscape of our Catholic parishes and schools continues to change.

OBJECTIVES:

- Schedule mini-meets for cross country at the Complex.
- Increase the communication and consistency in the Lima, Defiance and Mansfield deaneries. This involvement should include CYO staff, parish athletic directors & coaches and representation on CYO Advisory Committee.
- Discuss the effect on CYO of new school and parish configurations on an annual basis.
- Investigate other possibilities for programming offered by the CYO.
 - Non-traditional sports
(tennis, wrestling, boys volleyball, lacrosse & golf)
 - Evaluate the possibility of offering programs for 3rd & 4th grades;
 - One day clinics and/or short season learning leagues for younger participants
 - Youth baseball