



Indiana Alliance of YMCAs Strategic Plan 2022-2024

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VISION

To be a trusted collaborator, influencer, convener, and conduit for collective impact that strengthens Indiana

MISSION

To enhance the relevancy and sustainability of Indiana YMCAs

GUIDING PRINCIPLES

We value autonomy. Therefore, Alliance opportunities are presented with the understanding that each Y chooses to participate based on their own variables. Yet, in participating, each will follow the standards set.

We value ongoing education. Therefore, the Alliance will have a relentless pursuit of educating and informing staff, volunteers, and the public regarding the impact and relevant data of the Y.

We believe in the power of volunteer leadership. Therefore, we will encourage the growth and development of policy volunteers.

We value collective strength. Therefore, we will continuously seek opportunities to work together as an alliance of Ys or as partners with other agencies.

GOALS

| | |
|--------------------------------|---|
| Active Advocacy | Foster proactive advocacy to shape public policy and drive perception |
| Supportive Initiatives | By positioning Ys (together) to be a player on the state's most important issues, and leveraging our collective impact efforts thus producing long-term financial gains and public trust, we can capitalize on what local Ys are already doing and create new opportunities for impact. |
| Ongoing Learning and Education | Encourage networking, provide opportunities for peer to peer learning, and encourage ongoing professional development of Y professionals and volunteers. |
| Strategic Consulting | Support and counsel Indiana's YMCA CEOs and boards on issues of high importance. |

| GOALS | OBJECTIVES | EOY '21 | EOY '22 | EOY '23 | EOY '24 |
|--------------------------------|--|----------------------|-----------------------------|----------------|----------------|
| Active Advocacy | 1. Increase the number of YMCAs that have an active advocacy task force or committee | 2 10 | 7 | 12 | 17 |
| | 2. Increase the number of local Y's connected to state and federal legislators and public officials | 22 30 | 32 | 43 | 43 |
| | 3. Increase the number of known policy volunteers in advocacy work | 23 30 | 28 | 33 | 38 |
| Supportive Initiatives | 1. Increase the representation of staff and volunteers on state level taskforces, commissions, networks, etc. | 2 14 | 5 | 10 | 12 |
| | 2. Annually engage at least 15 YMCAs to participate in alliance-led initiatives along with community partners and/or funders | 36 34 | 15 | 15 | 15 |
| | 3. Increase the # of YMCAs participating in state or regional shared services | 4 13 | 6 | 10 | 15 |
| | 4. Identify, seek, and secure funding sources to support local YMCAs and/or the Alliance | 2 2 | 4 | 6 | 8 |
| | 5. Grow enrollment of IN Youth and Government program | 120 70 | 156 | 203 | 264 |
| Ongoing Learning and Education | 1. Increase # of volunteers enrolled in alliance-led education experiences (cohorts, conferences, summit, projects, etc) | 25 36 | 50 | 100 | 150 |
| | 2. Restore conference attendance to pre-pandemic levels (executive conference, program rally, leadership conference) | n/a | PR=110; EC=38; LC=202 | n/a | n/a |
| | 3. In addition to conferences, annually provide alliance-led professional development opportunities that support the work of local YMCAs (ceo calls, culture index, financial literacy, etc) | 5 7 | 5 | 5 | 5 |
| Strategic Consulting | 1. Encourage YMCAs to complete a strategic planning process at least once every 3 years. | 14 12 | 14 | 14 | 14 |
| | 2. Annually, meet YUSA deliverables on strategic projects with Indiana YMCAs | 15-17 projects 28 | 15-17 projects | 15-17 projects | 15-17 projects |
| | 3. Increase the # of YMCA boards of directors connected to the Alliance, demonstrated through meeting with them at least once annually. | 36 22 | 38 | 40 | 40 |

| CSFs | BARRIERS | STRATEGIES |
|---|---|--|
| <ul style="list-style-type: none"> Define what advocates will champion Technology is used effectively so that volunteers can be engaged without traveling to meetings | <ul style="list-style-type: none"> Lack engagement, experience, or interest from members in order to grow numbers Typically, it is not a local YMCA board priority. | 1. Update roadmap, outlining how local Ys should engage volunteers in advocacy |
| | | 2. Leverage web-based tools to connect policy volunteers to elected officials |
| | | 3. Recruit at least 1 board advocacy champion from each Y |
| <ul style="list-style-type: none"> Local YMCAs' willingness to collect data in a timely manner Securing funding sources Collaborative funding partners to attract financial support Ys willingness to speak the same language in collecting data Initiatives must have a focus on equity and inclusion | <ul style="list-style-type: none"> Getting Ys stretched to new areas as they recover from the pandemic Breaking long-held traditions Sometimes there are no immediate results. Local Ys limited capacity to administer programs | 1. Identify opportunities and nominate local Y subject matter experts for service |
| | | 2. Promote shared service opportunities |
| | | 3. Pursue funding for various initiatives and support of the Alliance |
| | | 4. Pursue opportunities for collective impact opportunities aligning with YMCA focus areas |
| | | 5. Build statewide program with initial focus in northeast Indiana |
| <ul style="list-style-type: none"> Relevant content to local Ys' needs Board of Directors find value in alliance-led education Ability to pivot from in-person, hybrid, and web-based sessions, depending on conditions | <ul style="list-style-type: none"> Training, and budgets for training, are low priorities for YMCAs Everybody is in a hurried state People's lack of tech skills to navigate web meetings Lack of leaders to provide education | 1. Regular cadence of connecting with Y professionals and volunteers on topics important to the alliance and on matters important to the local Y |
| | | 2. Increase efforts of recruitment, shifting ownership of conferences/education to local Y leadership |
| | | 3. Introduce new technologies and methods that strengthen the Y's ability to manage the organization |
| <ul style="list-style-type: none"> Local Ys commitment to strategic planning Alliance is viewed as a strategic partner New CVOs are connected with Alliance as soon as possible DEI must be a factor in local Ys' strategic planning | <ul style="list-style-type: none"> Some Ys are protective of their boards being involved with the Alliance Local Y boards think operationally and not strategically. Local Ys are reactive and not proactive | 1. Ys complete or update their strategic plan annually or at least every 3 years |
| | | 2. Projects requested of the Alliance are in alignment with the local Ys' strategic plans |
| | | 3. Alliance staff intentionally stays connected to the local boards |

POSITIONING STATEMENT

Indiana YMCAs believe our communities are transforming; competition and complexity are increasing; resources are diminishing. Therefore, YMCAs must evolve by innovating, leveraging our collective efforts, partnering with others, and advocating for policies and strategies to strengthen Hoosier communities.

| PRIORITY STRATEGY | DELIVERABLE | WHO |
|--|---|----------------|
| Manage the Alliance budget | Meet or exceed budgeted net | Alliance Staff |
| Completion of local Y Strategic Plans as required by YUSA's contract | 14-17 strategic plans completed | Wade/Melissa |
| Add members to Accounting MSO | 3 YMCAs added | Wade |
| Secure funding to engage Ys in alliance-led initiatives | \$250K | Brent/Wade |
| Host 2 CVO cohorts | CVO education | Melissa/Wade |
| Send delegation to DC, plus online delegation, for Advocacy Days | Advocacy enhanced | Brent/Wade |
| Stabilize Youth And Government program | Restore participant numbers back to pre-pandemic level (130) | Brent/Iesha |
| Host 1 governance cohort | Governance chair education | Melissa/Wade |
| Restore conference attendance | Conference registration revenue increases, education/networking increases | Melissa |

OUR MONITORING PLAN

| WHEN | HOW WE'LL DO IT |
|-----------|--|
| Monthly | Are we doing what we said we were going to do? Alliance staff team will update status of action plans to ensure we are doing what we said we were going to do. The Alliance CEO will distribute a report of performance to all members of the Alliance staff team. |
| Quarterly | Are we getting the results we want to get? The Alliance board of directors will meet to review status of strategies and progress on objectives. The board of directors will decide which current strategies to stop or continue and what new strategies to start. The board of directors will adjust objectives as warranted based on issues and priorities. |
| Annually | What adjustments do we need to make to our targets and our priorities? The planning team will meet to review progress for the year, identify new barriers and critical success factors, change objectives and re-establish priorities and action plans. |