

STRATEGY SCREEN

1. If we don't respond, who will?
2. Does it serve most YMCAs? Is it localized or does it affect Ys across the state?
3. Do we have the capacity, locally or within the Alliance?
4. Is it sustainable?
5. Will it increase the capacity of Indiana YMCAs?
6. Does it help the Alliance meet key deliverables or expectations?

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.



Indiana Alliance of YMCAs Strategic Plan 2023-2025

Date Updated:
November 15, 2022

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.

COMMITMENT TO COMMUNITY

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.

GOALS

Active Advocacy

Foster proactive advocacy to shape public policy and drive perception of the Y

Supportive Initiatives

Leveraging Ys' collective impact to attract funding, develop opportunities to broaden reach, and expand on what local Ys are already doing

Continuing Education

Provide and encourage ongoing professional development of Y professionals and policy volunteers

Strategic Consulting

Support and counsel Indiana's Y CEOs and boards on issues of high importance.

GOALS	OBJECTIVES	Baseline (EOY '22)	EOY '23	EOY '24	EOY '25
Active Advocacy	1. Increase the number of YMCAs that participate in Advocacy week	13	23	32	41
	2. # of Ys completing advocacy certification	0	5	15	25
	3. Increase the number of YMCAs that participate in Statehouse Day	0	30	0	41
Supportive Initiatives	1. Increase the # of YMCAs participating in state or regional shared services		10	15	
	2. Identify, seek, and secure dollars to support local YMCAs and/or the Alliance	\$	\$	\$	
	3. Grow enrollment of Youth and Government program		185	264	
Continuing Education	1. Increase # of volunteers enrolled in alliance-led education experiences (cohorts, conferences, Volunteer summit, projects, etc)	105	125	175	225
	2. Increase # of Ys with volunteers enrolled in alliance-led education experiences (cohorts, conferences, summit, projects, etc)	31	41	41	41
	3. Network key leaders together for shared learning	398	500	500	500
Strategic Consulting	1. Encourage YMCAs to complete a strategic planning process at least once every 3 years.	14 7	14	14	
	2. Annually, meet YUSA deliverables on strategic projects with Indiana YMCAs. (Report # of Ys involved in projects, light consults, or not at all)	15-17 projects 31	15-17 projects	15-17 projects	

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. 	<ol style="list-style-type: none"> Update advocacy roadmap, outlining how Ys should engage volunteers Leverage web-based tools to connect policy volunteers to elected officials 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 	<ol style="list-style-type: none"> Identify opportunities and nominate local Y subject matter experts for service Promote shared service opportunities Pursue funding for various initiatives and support of the Alliance Pursue opportunities for collective impact opportunities aligning with YMCA focus areas Build statewide Y&G 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 	<ol style="list-style-type: none"> Regular cadence of connecting with Y professionals and volunteers on topics important to the alliance and on matters important to the local Y Increase efforts of recruitment, shifting ownership of conferences/education to local Y leadership (staff and volunteers) 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 	<ol style="list-style-type: none"> Ys complete or update their strategic plan annually or at least every 3 years Projects requested of the Alliance are in alignment with the local Ys' strategic plans Alliance staff intentionally stays connected to the local boards