



# SHARED VISION FOR ADVANCING COMMUNITY IMPACT

**2019 STRATEGIC ROADMAP**

**KENTUCKY/WEST VIRGINIA STATE ALLIANCE**

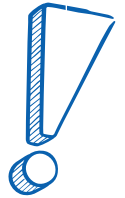


FOR YOUTH DEVELOPMENT®  
FOR HEALTHY LIVING  
FOR SOCIAL RESPONSIBILITY

## IMPACT STATEMENT

The purpose of the Kentucky/West Virginia Alliance of YMCAs is to protect, empower, strengthen, and support its local Ys by collectively amplifying impact and messaging across the region in the areas of Youth Development, Healthy Living, and Social Responsibility.

The Alliance achieves this purpose by providing a dynamic platform for collective advocacy, multi-level Y-to-Y networking, and sharing of best practices and resources.





**OUR STRATEGIC PLAN PROMISE**

**We will partner with others to create a community of caring people to improve health and empower youth and families.**

## Y FOUNDATIONS

The Y's mission is our reason for being, and the Y's cause is our mission in action—a promise to do everything in our power to inspire the common good and make life better for individuals, families, and communities. **Shared vision for advancing community impact draws motivation and direction from both.**

More than 130 years of being guided by our Christian mission, innovating programs, and delivering transformative responses to community needs, the YMCA has produced and reinforced a set of basic beliefs about how and why our YMCA effects meaningful, enduring change.

## Y MISSION

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

## Y FOUNDATIONS

At the Y, strengthening community is our cause. Every day, we work side-by-side with our neighbors to make sure that everyone, regardless of age, income or background, has the opportunity to learn, grow and thrive. That's why we focus our work in three areas:

## Y CAUSE

- **YOUTH DEVELOPMENT**  
Nurturing the potential of every child and teen
- **HEALTHY LIVING**  
Improving the nation's health and well-being
- **SOCIAL RESPONSIBILITY**  
Giving back and providing support to our neighbors



## OUR PROCESS

The Kentucky/West Virginia Alliance of YMCAs Board of Directors commissioned the strategy planning committee to develop, draft, and recommend a strategy road map. The committee was made up of board members and members-at-large, and also included a robust member survey.

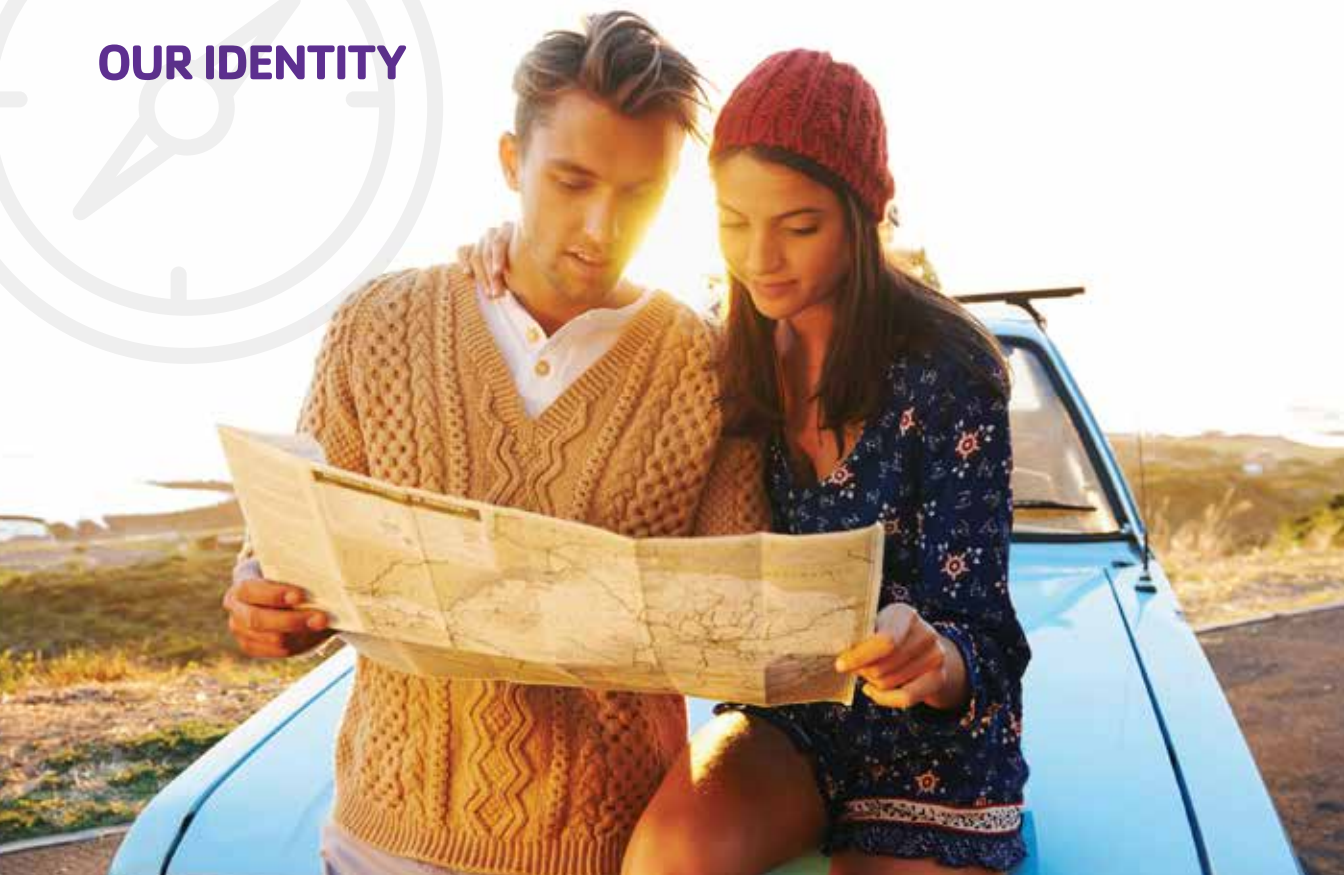
Y-USAs vision, along with state and national trends, continue to be factors in defining how we will strengthen our capacity to serve others and explore opportunities to build better communities for all. This road map acts as a guide for the focus and decisions of the Alliance Board and members. We recognize the need to continuously revisit and adapt our strategies as our environment, community needs, and resources change.

The Kentucky/West Virginia Alliance of YMCAs brings together 51 YMCA locations working in 126 communities and serving over 480,000 individuals in Kentucky and West Virginia. Combined these strengthen the foundations of community through:

- **Youth Development**-nurturing the potential of every child and teen
- **Healthy Living**-improving the nation's health and well-being
- **Social Responsibility**-giving back and providing support to our neighbors

The purpose of the Alliance is to connect, support, and foster collective initiatives, manage public policy efforts, protect tax exempt status for member Ys, and ensure communication to advance the Y's mission in Kentucky and West Virginia.

## OUR IDENTITY





Improve quality, expand our reach and serve in new ways.

## OUR STRATEGIC ADVANTAGES

“Traits” using our unique assets and outstanding execution

- National resources (Y-USA) with local autonomy
- Brand both recognized and trusted on local, national, and international stages
- Long history, deep roots, and strong reputation in both Kentucky and West Virginia
- Broad range of services and programming that meet individual community needs in a manner unparalleled by other organizations or entities

## STRATEGY SCREEN

Set of suggestive criteria we will use to discern whether a strategy is congruent with our desired impact and priorities

### Will the strategy:

- Align with/advance the mission and current Strategy Roadmap?
- Impact all or many of the Alliance Ys?
- Lead to partnerships in which we could be the leader, partner, or convener?
- Engage some or all of the Alliance Ys? How?
- Fit within the Alliance’s capacity to initially deliver and sustain any ongoing efforts?
- Pose any potential risks in supporting (or not)?
- Be financially sustainable?





We believe that community comes first and that the Y, as it works to make every community a better place to live, must continually innovate.



## BIG QUESTIONS

Considering current community trends, organizational capacity, stakeholder feedback, volunteer and staff input the following big questions are reflective of the challenges facing our Alliance.

- How does the Alliance raise the level of local Y (and leader) engagement to lead to our organization's sustainability?
- How does the Alliance increase the quality of life for youth and teens?

## ORGANIZATIONAL PRIORITIES

Our Alliance's response to these questions is to pursue organizational priorities and strategies that will:

### OPERATIONALIZE THE ALLIANCE

- Alliance Strategy Road Map
  - Committee work began June 2019
  - Ratification vote November 2019
- Alliance Infrastructure and Processes
  - Committee work begins January 2020
  - Ratification vote by June 2020

### BUILD ORGANIZATIONAL CAPACITY

- Assess Individual Y Needs
- Build Engagement Plan for Connection
- Create Public Policy Committee
- (See chart)

### AMPLIFY OUR COMMUNITY IMPACT THROUGH IMPROVING QUALITY OF LIFE FOR YOUTH AND TEENS

- Advocate (policy level)
- Identify Resources and Partners
- Y-to-Y Collaboration in Programming and Services
- Youth on Boards (as true partners and collaborators)
- (See chart)



Fueled by our purpose and guided by our principles, the Y works to create real, measurable impact.

# OUR PRIORITIES, STRATEGIES AND OUTCOMES

Our Alliance priorities are an articulation of how our YMCA's response to our big question will be brought to life.

ORGANIZATIONAL PRIORITIES	ORGANIZATIONAL STRATEGIES	MEASURABLE OUTCOMES
<b>Assess individual Y needs</b>	<ul style="list-style-type: none"> <li>Assess needs of individual Ys and strategize support by the Alliance</li> <li>Areas: Membership &amp; Program Health, Financial Management, Capital Management, Staff Development, Fundraising, Board/Community Development, Volunteerism</li> </ul>	<ul style="list-style-type: none"> <li>Assessment survey delivered to every Alliance Y</li> <li>Outcomes analyzed and prioritized by Alliance</li> </ul>
<b>Build Engagement Plan for Connection</b>	<ul style="list-style-type: none"> <li>Formalize a system for connecting Ys, leaders, CVOs, and staff/volunteers</li> <li>E.g. YPN coordination, regional days, advocacy days, Alliance board, CEO support/networking, CVO support and networking, resources sharing</li> </ul>	<ul style="list-style-type: none"> <li>Calendar of networking events established</li> <li>Networks and support channels established for both CEOs and Y staff/volunteers to actively engage</li> </ul>
<b>Create Public Policy Committee</b>	<ul style="list-style-type: none"> <li>Build a cross-sectional committee focused on public policy engagement</li> <li>Engage strategy screening for potential public policy initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Public Policy Committee created and chart of work established</li> <li>Strategy screen utilized by as leading resource for decision-making</li> </ul>
<b>Advocate (policy level)</b>	<ul style="list-style-type: none"> <li>A dedicated focus on policy movements that affect youth in areas of safety, health, education, and wellbeing</li> <li>Provide necessary support to protect the tax exempt status of Alliance Ys</li> </ul>	<ul style="list-style-type: none"> <li>Public Policy Committee monitors policy movement</li> <li>Advocacy strategy outlined and championed across Alliance</li> </ul>
<b>Identify Resources and Partners</b>	<ul style="list-style-type: none"> <li>Identify intra- and extra-Y resources and partners that may advance this sector of our mission, at both collective (Alliance) and local levels</li> </ul>	<ul style="list-style-type: none"> <li>Partner Survey delivered across the Alliance</li> <li>Alliance ED aids Ys in identification of local sponsors</li> </ul>
<b>Y-to-Y Collaboration (in programming and services)</b>	<ul style="list-style-type: none"> <li>Provide a platform for networking and sharing across Ys, dedicated specifically to youth programming and services</li> <li>Identify areas where the Alliance can uplift and support broader messaging and initiatives across Alliance Ys</li> </ul>	<ul style="list-style-type: none"> <li>Resource sharing platform identified or established</li> <li>Alliance Ys informed and educated in platform and its use</li> <li>Alliance board monitors opportunities for collective messaging or initiative</li> </ul>
<b>Youth and Teens</b>	<ul style="list-style-type: none"> <li>Support via education and resources the integration of youth as active leaders at both the Alliance and local Y level</li> <li>Advocate and promote the protection of all youth in YMCA facilities and programs</li> </ul>	<ul style="list-style-type: none"> <li>Youth representation on Alliance board</li> <li>Youth representation on Y association boards</li> </ul>



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