



FOR YOUTH DEVELOPMENT
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY

LOOKING AHEAD

Pennsylvania State Alliance of YMCAs
STRATEGY ROADMAP 2013 AND BEYOND



Real-Time Strategic Planning Process

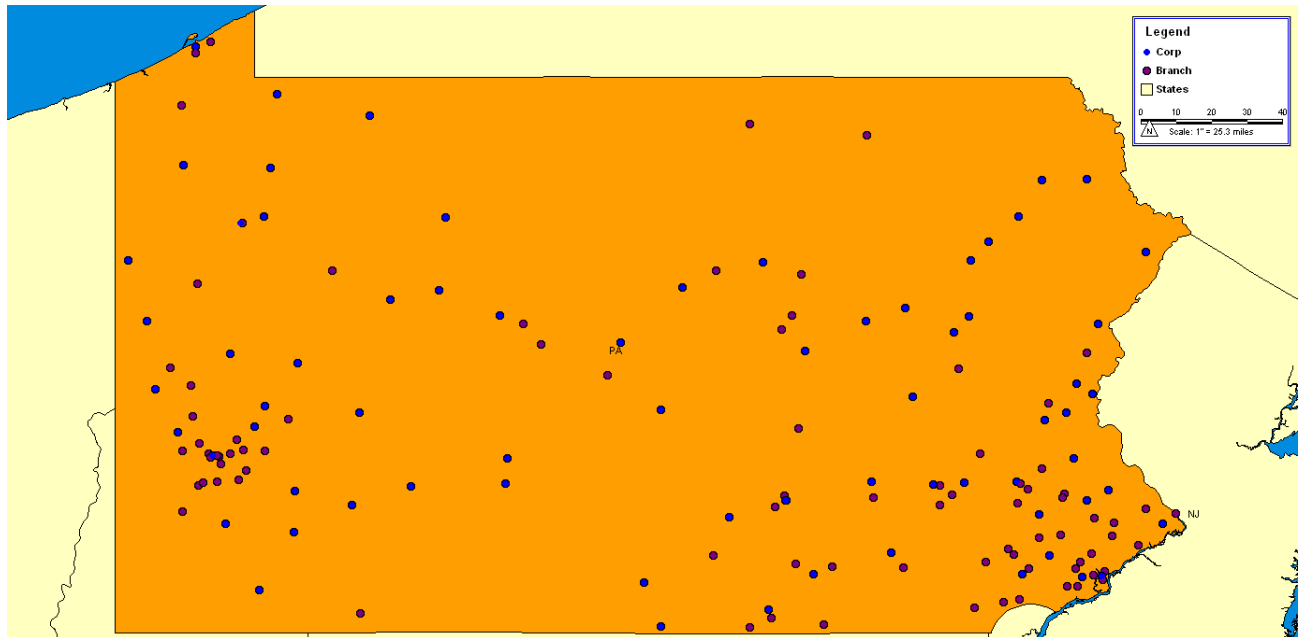
The Executive Committee of the PA State Alliance of YMCAs commissioned a strategic planning committee to develop a roadmap for the alliance which would enable it to fulfill its purpose and advance Pennsylvania YMCAs as a statewide non-profit leader and a resource for local and state government elected officials.

The committee was chaired by Denise Day, CEO of the YMCA of the Brandywine Valley. Committee members included: Frank Frey, CEO of the Nazareth YMCA; Trish Hooper, CEO of the Sewickley Valley YMCA; and Rig Riggins, CEO of the YMCA of Greater Pittsburgh. The committee was supported by David John, Jr. Executive Director of the PA State Alliance of YMCAs. The process was facilitated by Y-USA Resource Director Melanie Roth, Y-USA who is the Y-USA liaison to the Alliance.

Using Real-Time Strategic Planning methodology, the committee began its work by gathering input on numerous critical questions about the Alliance and its role. Input was received from nearly 70% of PA CEOs. With this input, the committee then defined the purpose and impact of the alliance, identified the alliance's strategic advantages, developed criteria for strategic decision-making called Strategy Screens, determined the alliance's Big Questions and formulated organizational strategies and measurable goals to address the alliance's highest business needs.

The roadmap was presented to the Alliance's Executive Committee and approved on June 20, 2013 and distributed to PA Ys in July 2013.

Pennsylvania YMCAs



The Identity of PA YMCAs

Who we are: There are **68** Corporate YMCAs and **106** branches in diverse communities across the Commonwealth serving urban, suburban and rural communities bringing together young and old, men and women, from all faiths, backgrounds and incomes. According to 2011 Census estimates, **9.9 million people or 7.8% of Pennsylvanians live within 3 miles of a Y in Pennsylvania.**

Who we serve: Pennsylvania YMCAs **serve 898,038 members and Constituents.** There are **712,610 Pennsylvania YMCA members** and an additional **185,428 registered participants** in hundreds of YMCA programs and services. During 2011, Pennsylvania YMCAs **served 7.4% of Pennsylvania residents; 35% of Y members were 17 years of age and younger, while 10% were 65 years of age or older.**

What we do: YMCAs are the largest provider of child care in Pennsylvania, providing preschool, before and after school care, summer day camp and resident camp programs. **One in five children receives subsidized care** valued in excess of \$12,500,000. Without this Y support, parents may not be able to work, or children would be at home, without supervision, in the critical after school hours. **97,934 youth** participated in instructional swim lessons in PA Ys. Ys strive to ensure that **no one will be denied participation** in Y programs, child care, camp, or membership due to economic hardship. Ys provide programs which **strengthen the foundations of community** through **youth development, healthy living** and **social responsibility.**

How we enrich communities: **17,283 Pennsylvanians of all ages “give back”** to their communities as YMCA volunteers. **15,119 Y program volunteers** serve as child care aids, swim instructors, tutors, mentors, coaches, and chaperones are just a few examples. **2,164 Y policy volunteers** serve on boards and committees sharing their skills, talents and leadership. Volunteer time **exceeded \$8,000,000 in value** last year.

How we are funded: Pennsylvania YMCAs received **\$46,942,256 in contributed support** in 2011, representing 15% (including dollars raised for capital) of total revenue or 9% of operating revenue. Ys utilize annual contributions to ensure that no one is denied participation in Y programs, child care, camp, or membership due to economic hardship. Other revenue includes: **41% from membership dues, 40% from program fees, 9% from government contracts** and **2% miscellaneous** income. Government funding was invested in Pennsylvania Ys to provide needed local community services and relieve the government of this burden. The Y is proud to partner with our state government to help meet much needed services and programs in urban, suburban and rural communities throughout the Commonwealth.

PA State Alliance of YMCAs: the PA State Alliance of YMCAs is an incorporated non-profit entity that represents the YMCAs of Pennsylvania, as described above. The Alliance is funded by dues paid by the local YMCAs and an annual grant from the YMCA of the USA. It has one staff person who is responsible for its legislative monitoring and advocacy, and the administration and management of the Alliance.

Purpose of the PA State Alliance of YMCAs

The purpose of the PA State Alliance of YMCAs is to:

- **Connect, support and educate Y staff and volunteer leaders on legislative issues critical to PA Ys**
- **Foster statewide collaboration among the 70 corporate and 105 branch YMCAs in PA**
- **Advance a state legislative and advocacy agenda prioritizing issues important to PA Ys**
- **Be a voice and representative of PA Ys in Harrisburg and throughout the Commonwealth**
- **Serve as a collective statewide movement unifying PA Ys in initiatives that advance the cause of the Y**
- **Monitor legislation, regulations and actions of state government on issues relevant to PA Ys**
- **Leverage the influence as a collective body and voice of PA Ys**

Impact of the PA State Alliance of YMCAs

Pennsylvania YMCAs desire the Alliance to:

- **Be the "first call" from elected officials to learn how an issue, new regulation or potential legislation would affect PA Ys;**
- **Have a positive influence on mission and cause related issues;**
- **Be a valuable asset in the legislators' communities and voting districts;**
- **Be a resource for elected officials and governmental departments, agencies and commissions;**
- **Be a valuable resource and strategic partner for PA Ys for advocacy and public policy issues;**
- **Have strong, healthy relationships with elected officials enabling legislators to understand and support the Y's cause and the programs and services it provides throughout Pennsylvania**



Strategic Advantages of the PA State Alliance of YMCAs

- 1) The PA State Alliance has more Ys than any other state, making it the largest alliance in the United States.**
- 2) The PA State Alliance is the only YMCA state alliance to have a YMCA Caucus.**
- 3) PA Ys are the largest child care provider and teach more youth and adults to swim than any other organization in the Commonwealth.**
- 4) The Y name and positive reputation brings credibility with donors and legislators.**
- 5) With the scope and reach of PA Ys, the alliance possesses the ability to respond strategically as well as mobilize members, constituents, volunteers and staff around issues important to our cause at a ratio of 1: 11 Pennsylvanians.**
- 6) The Alliance's collective and geographic size is:**
 - Attractive to major donors and foundations**
 - Attractive to vendors**
 - Attractive to volunteers**
- 7) Y-USA provides the alliance technical assistance and funding support for public policy.**

Strategy Screen

As a strategic decision-making tool ensuring the alliance stays true to its identity and purpose, the following questions will be used when developing strategy and determining a course of action:

- How will this fulfill the mission and purpose of the alliance?**
- Is this sustainable or does it need a designated funding source?**
- How does this demonstrate good stewardship of the time, talent and treasure of the alliance and that of locals Ys?**
- What is the impact?**
- Do we have the capacity to execute at a high level?**
- Does this reflect statewide concerns or issues for the majority of PA Ys?**
- Will we be able to measure impact?**
- How will we engage stakeholders and collaborative partners?**



Big Questions

A Big Question is defined as an opportunity or challenge (or threat) that needs to be address through the development of strategy. Through intentional analysis and discussion, the Strategic Planning Committee identified the following Big Questions as most critical to the organization’s highest business needs:

- 1) How does the Alliance elevate its influence with local and state elected officials?**
- 2) How does the Alliance unify PA Ys in “one voice”?**
- 3) How do we financially sustain the PA State Alliance?**

Big Question #1 - How does the Alliance elevate its influence with local and state elected officials?

Strategy #1

- ❖ **Expand, elevate and engage the PA YMCA Caucus.**

Measures of Success

1. The YMCA Caucus successfully launches legislation which is beneficial to PA Ys
2. The Alliance is invited "to the table" (i.e.: seek our input, testify) on an issue in which the Y is viewed as an expert.
3. Purpose of the YMCA Caucus is clearly defined by 12/31/2013
4. The Y Caucus defines an annual chart of work which is beneficial to PA Ys
5. Communicate the purpose of the Y Caucus to all elected officials by 12/31/2013
6. Majority of both Chambers are members of the YMCA Caucus by 2015
7. Bi-partisan equality in Caucus membership by 2014

Strategy #2

- ❖ **Educate and train local Y leaders on how to build relationships with their elected local and state officials.**

Measures of Success

1. Initiate a CEO/CVO Alliance meeting by 2014 with 50% participation.
2. 60% or more of PA Ys participate in the local PA YMCA Advocacy Week in 2014; 70% or more participate in 2015; 80% or more participate in 2016.
3. 75% of PA Ys have built relationships with their local and state legislators (demonstrated by meetings; letters; visits to Y; etc.) -12/31/2015
4. 50% of PA Ys have a Public Policy Committee by 2015

Strategy #3

- ❖ **Provide necessary resources for the Alliance Executive Director (ED) to develop relationships with legislators and meet the strategies and goals of the Alliance.**

Measures of Success

1. Develop budget and action plan enabling the building of relationships

2. Executive Director develops and implements plan to build relationships with 100% of Y Caucus members, leaders of State House and Senate and chairs of departments and commissions relevant to the Alliance's purpose and service to PA Ys

Big Question #2 - How does the Alliance unify PA Ys in "one voice"?

Strategy #1

- ❖ **Increase communication and education of local Y leaders (CEOs and CVOs)**

Measures of Success

1. New orientation for CEOs and CVOs about the State Alliance developed and ready for delivery by 12/31/2013
2. Monthly communication from Alliance to CEOs, CVOs and Public Policy Committee Chairs by 12/31/2013
3. Implementation of a mentor program for inactive or new PA CEOs



Strategy #2

- ❖ **Demonstrate the value of the Alliance**
 - **show results of alliance's work**
 - **measurable impact**
 - **compare our impact/results to that of other alliances**

Measures of Success

1. Align with Best Practices of State Alliances from Y-USA
2. Value of Alliance and Best Practices of State Alliances are reflected in ED's role
3. Publish Alliance Annual Report

Strategy #3

- ❖ **Build relationships with CEOs within the 5 neighborhoods**
 - **find several champions for the alliance within each neighborhood**

Measures of Success

1. Identified at least 1 champion in each neighborhood – 12/31/2013
2. Alliance update/report on agendas of neighborhood meetings

Strategy #4

- ❖ **Unify PA Ys around a statewide initiative or a new funding opportunity**
 - explore funding sources to support initiatives
 - continue to encourage and promote more Y's to engage in state Alliance Initiatives
 - increase communication identifying the values and bright spots of each

Measures of Success

1. Majority of PA Ys participate in both initiatives (Stewards of Children and 7th Grade Initiative) – by 2015
2. Regularly assess viability and impact of new initiatives
3. Secure statewide funding for a minimum of one initiative by YE 2015

BQ#3 - How do we financially sustain the PA State Alliance of YMCAs?

Strategy #1

- ❖ **Evaluate and determine appropriate dues structure to achieve desired outcomes of the alliance**

Measures of Success

1. Structure approved by Executive Committee by June 2014
2. Dues effective for 2015 year

