



FOR YOUTH DEVELOPMENT
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY

Stronger Together

SC Alliance of YMCAs

2014 Strategic Plan Roadmap



How do we ensure an effective State Alliance to support the 3 core areas of focus?
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Strategic Planning 2014

Our Process

Strategic Planning Committee

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In January 2014, the CEOs of the SC Alliance of YMCAs began a strategic planning process to define goals, objectives and activities now that the Alliance has a full time Executive Director. In April at the CEO Retreat, under the YUSA leadership of Burnie Whitson and Lindiwe Lester, SC CEOs began the process of utilizing YUSA's Real Time Strategic Planning model. After agreeing on the Big Question and outlining five broad strategies, a Strategic Planning Committee was formed with two sub groups working on specific objectives for both organizational development and impact initiatives across our three areas of focus.

Individual meetings occurred with both groups working to further define the objectives and activities. A draft was circulated to all CEOs and presented to the SC Alliance for ratification on October 21st, 2014.

Our Identity Statement

The SC Alliance of YMCAs exists to ensure that Ys in South Carolina are positioned to respond promptly and effectively to statewide opportunities and challenges. By working together, Ys can increase community and statewide impact in Youth Development, Healthy Living and Social Responsibility.

Our Impact

Strengthening the foundations of SC communities through youth development, healthy living and social responsibility.

Our Operating Model

	Current Model	Future Operating Model
Geographic service area	<p><u>South Carolina</u> Some counties well served Some counties underserved Some counties not served</p>	<p>Increasing our reach and impact to focus on areas that are underserved or not served at all. Working through non-traditional partnerships, offering classes/programs such as the DPP to reach underserved populations and communities.</p>
Customers served	<p>21 YMCA Associations and the families/communities they serve</p>	<p>Continue service but also strive to intentionally reach underserved populations who are more at risk for chronic disease and an intentional focus to reach youth with the nine dimensions of healthy youth development</p>
Programs/services offered	<p>Public Policy Issues Networking Funding Opportunities Healthy Communities Pioneering Healthier Communities</p>	<p>Focused statewide initiatives in youth development, healthy living and social responsibility</p>
Funding sources	<p>Membership revenue YUSA Public Policy Pioneering Healthier Communities Other grants</p>	<p>Continue yet add strategic partnerships and pursue major grants on focused statewide efforts</p>

Unique Advantages of the SC State Alliance of YMCAs

Present

1. The Alliance's collective and geographic size is attractive to major donors and foundations, vendors and volunteers
2. The Alliance has the collective wisdom of CEOs, key staff and volunteers
3. The YMCA name and positive reputation brings credibility with donors and legislators
4. YMCAs in SC have demonstrated the ability to work together and to speak with one voice
5. The Alliance's proven ability to respond to issues strategically and tactically
6. Y-USA provides the Alliance technical assistance and funding support for public policy

Future

1. South Carolina Ys can work together, create synergy and tell our Y story more effectively demonstrating statewide impact
 2. South Carolina Ys can have a bigger impact and advance the Y's mission through statewide initiatives
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Big Question

How do we ensure an effective State Alliance to support the 3 core areas of focus?

FRAMES FOR ACTION

YOUTH DEVELOPMENT

Nurturing the Potential of Every Child and Teen

CRITICAL SOCIAL ISSUES AFFECTING OUR COMMUNITIES:

- Erosion in social-emotional development leading to negative youth behaviors
- Increase in academic disparity among children and teens of different backgrounds
- Inadequate adult and community supports

OUR SHARED INTENT:

To ensure youth realize their potential to become active, engaged, and thriving members of the community, the Y will nurture their social-emotional, cognitive, and physical development through holistic youth programming, experiences, and supports.

OUR DESIRED OUTCOMES:

Youth in Y programs demonstrate improvement in the skills needed for successful living.	Youth in Y programs demonstrate improvement in academic proficiency—from birth to career.	Ys incorporate a holistic approach to development in their youth-serving programs.	Ys advocate to make youth development a priority at the local, state, and national levels.
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HEALTHY LIVING

Improving the Nation's Health and Well-Being

CRITICAL SOCIAL ISSUES AFFECTING OUR COMMUNITIES:

- High rates of chronic disease and obesity (child and adult)
- Needs associated with an aging population
- Health inequities among people of different backgrounds

OUR SHARED INTENT:

To improve lifestyle health and health outcomes in the U.S., the Y will help lead the transformation of health and health care from a system largely focused on treatment of illnesses to a collaborative community approach that elevates well-being, prevention, and health maintenance.

OUR DESIRED OUTCOMES:

People achieve their personal health and well-being goals.	People reduce the common risk factors associated with chronic disease.	The healthy choice is the easy, accessible, and affordable choice, especially in communities with the greatest health disparities.	Ys emphasize prevention for all people, whether they are healthy, at-risk, or reclaiming their health.	Ys partner with the key stakeholders who influence health and well-being.
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SOCIAL RESPONSIBILITY

Giving Back and Providing Support to Our Neighbors

CRITICAL SOCIAL ISSUES AFFECTING OUR COMMUNITIES:

- Increasing social isolation and disconnection from communities
- Lack of community involvement and civic engagement (give, volunteer, and advocate)
- Community support systems not keeping pace with changing demographics and family structures

OUR SHARED INTENT:

To foster social connectedness, strengthen support networks, and encourage investment in our communities, the Y will activate resources and engage people from diverse populations for individual and collective action.

OUR DESIRED OUTCOMES:

Five purple boxes arranged horizontally, each containing a desired outcome:

- 1. People give their time, talent, and treasure in support of community needs.
- 2. Diverse, underserved, and isolated communities feel supported by Ys.
- 3. Ys support policies, laws, and regulations that strengthen the well-being of communities.
- 4. Ys convene and collaborate to develop local, state, national, and global solutions that address key issues facing communities.
- 5. Ys model the principles of diversity and inclusion in their leadership, staff, programs, and strategies.

Big Question

How do we ensure an effective State Alliance to support the 3 core areas of focus?

Impact Objective 1 : Youth Development
Explore, develop, fund and implement at least 2 signature programs for Youth Development throughout South Carolina.

Atlanta Mission model for Youth Development

1. Wes Bender from the Atlanta Y present concept to Alliance leadership and provide a proposal for next step options
2. Create Youth Development impact team to research, modify as needed, create a funding, staffing and sustainability structure to pilot/implement in South Carolina
3. Determine if the other programs listed below are all part of the comprehensive youth development program for the Alliance or separate initiatives.
4. Write grants and/or develop strategic partnerships to secure resources to pilot and/or implement statewide
5. Provide training and technical assistance to support the implementation

Youth in Government –

1. Create marketing strategies to better connect the YMCA with Youth In Government
2. Look at current YIG organization structure to determine what is needed (resources, school champions, Y staff, ect) to expand YIG to communities in areas of the state that are underserved or not served by the Y
3. Connect current YIG programs with the local YMCA Associations

Summer Learning Program

1. Mike Bostwick from the Beaufort to Y present concept to Alliance leadership
2. Youth Development impact team to research, modify as needed, create a funding, staffing and sustainability structure to implement the Summer Learning Program in other Y Associations in South Carolina
3. Write grants and/or develop strategic partnerships to secure resources to implement statewide or in select Associations. Determine which Associations have current strong partnerships with local school districts.
4. Provide training and technical assistance to support the implementation of the Summer Learning Program

Y swim – Anti drowning campaign to teach all ___ graders in SC to swim

1. Research national and SC specific data to show the need and potential impact of a statewide anti-drowning initiative
2. Build relationships with other statewide coalitions who would be interested in this campaign (Red Cross, Safe Kids Coalition, United Way, the Safety Council of South Carolina, the Children’s Trust of SC, ect)
3. The Alliance to invite and host a statewide interest meeting
4. Engage the Aquatics Network in this effort
5. Write grants and/or develop strategic partnerships to secure resources to pilot and/or implement statewide

Impact Objective 2 : Healthy Living

Explore, develop, fund and implement at least 2 signature programs for Healthy Living throughout South Carolina

HEPA – Lead the nation with the percentage of YMCA afterschool and summer camp programs that are 100% HEPA compliant

1. The Alliance will hire a full time HEPA coordinator to monitor and assist YMCA Associations towards full implementation of HEPA standards
2. Provide training workshops and webinars and provide technical assistance to all YMCA out of school time programs
3. Work with University of SC to assist with the collection of data on the implementation of the healthy eating and physical activity standards

Pioneering Healthier Communities

1. Engage YMCAs in the local Healthy Eating and Physical Activity coalitions across the state
2. Encourage the Ys to partner on local HE/AL grants with local coalitions as opportunities arise
3. Provide training, technical assistance and forward grant opportunities on best practice healthy communities initiatives
4. Continue with the four Pioneering Healthier Communities Initiatives (SNAP at Farmers Markets, Smart Snacks bill, Open Community Use, HEPA)
5. Increase engagement of local YMCA staff in the four PHC priority initiatives

Statewide Diabetes Prevention Program

1. Establish a statewide strategic partnership to consider a statewide Pre-Diabetes education program to include Blue Cross Blue Shield of SC, SC Dept. of Health and Environmental Control, SC SC Hospital Association and potentially others
2. Provide technical assistance to key YMCA associations to complete the DPP readiness assessment
3. Host a meeting with YUSA (Heather Hodge) and SC strategic partners
4. Host a meeting with YUSA (Heather Hodge) and YMCA Associations on the DPP
5. Write grants and/or develop strategic partnerships to secure resources to implement in priority counties and/or statewide
6. Intentionally focus outreach to counties who are not currently served by YMCA programs.

Impact Objective 3: Social Responsibility

Support a statewide action in social responsibility through the advancement of at least two signature programs.

Togetherhood - Encourage YMCA Associations to engage in the YUSA Togetherhood signature program

1. Connect with the three Associations who have received minigrant funding for Togetherhood and engage them in educating/motivating other Y Associations (webinar, success stories, impact)
2. Bring a YUSA resource in to speak with the CEOs at the Y Leaders Conference
3. Identify other Associations who are interested and provide technical assistance as needed and able.

Child Sexual Abuse Prevention

1. Use the Alliance website as the home for information dissemination for the Stewards of Children online training Gifting Initiative.
2. Support YMCAs to start community child protection initiatives through the creation of program promotional materials to youth serving community based organizations so that they can access free trainings to keep staff, faculty and parents as prepared as possible to protect kids.
3. Partner with other statewide organizations such as the SC Safe Kids Coalition to increase public awareness of the issue and publicize and promote the free trainings.

**Organizational Objective 1:
Create an organizational structure for the SC Alliance of YMCAs that provides accountability, engagement, fiscal responsibility and legitimacy.**

Action Plan:

1. Pursue next steps to officially incorporate the SC Alliance of YMCAs with the SC Secretary of State
 - a. Seek expert advice from Scot Baddley's contact at Nexsen Pruet
 - b. Apply for an EIN (Employee Identification Number) from the IRS
 - c. Prepare and file Articles of Incorporation for the Alliance
2. Create an Executive Committee to guide the work of the Alliance
 - a. Develop expectations/job description for the Executive Committee to include evaluation of ED, rotation of leadership, term limits, committee meeting schedule/logistics, ect.
 - b. Create 4 SC YMCA regions
 - c. Select one representative from each region (4) to serve on the SC Alliance of YMCAs Executive Committee.
 - d. The CEO of the Alliance's fiscal agent will have a permanent seat on the Executive Committee
 - e. The YUSA Resource Director for South Carolina will serve as an Ex Officio member of the Executive Committee.
 - f. Support the regular meeting of the Executive Committee on a quarterly basis
3. Establish procedures for the fiscal management of resources to assure transparency and sustainability.
 - a. Review current dues structure and explore other funding models that would support the budgetary needs of the Alliance
 - b. Develop an operating budget for 2015 and provide timely, quarterly financials to the Executive Committee
 - c. Establish an indirect rate for the Alliance to assure a small percentage of all grants managed by the Alliance stays with the Alliance or offsets costs.
 - d. Establish a formal agreement between the YMCA of Columbia, the fiduciary agent YMCA, and the SC Alliance of YMCAs to define fiscal responsibilities, human resources support, office space, and other support as needed.
4. Establish an organizational flow chart to establish an effective organizational structure for the current Alliance staff, contract employees and volunteers

Organizational Objective 2

Establish a subcommittee structure that supports the work of the Alliance.

1. Continue to support the Public Policy Committee
 - a. Create a contract with Bob Knight to outline his scope of work and deliverables.
 - b. Support the Public Policy Committee meetings, send a team to YMCA National Advocacy Days and host the Y Leaders Conference.
 - c. Create a new SC Alliance of YMCAs Public Policy priorities handout for the 2015/16 Legislative Session based on the three areas of focus.

2. Create three topical "Networks" based on the three areas of focus – Youth Development, Healthy Living and Social Responsibility.
 - a. Host an Alliance meeting in early December centered on the impact programs around the three Networks, making sure that there is plenty of "networking time" to cultivate relationships amongst similar staff across the state.
 - b. Readily support any other network that would like to meet for specific training and/or networking purposes (childcare, aquatics, ect)

3. Support communication between AYP, our training partner in Charlotte, and SC YMCA key staff to promote training and networking opportunities for staff development.

4. Support communication between US Mission Network and SC YMCA Associations to promote an active Christian emphasis within SC YMCAs

5. Create a CEO Events Committee to work on the Ryder cup, CEO Retreat and Y Leaders Conference

