



FOR YOUTH DEVELOPMENT®
FOR HEALTHY LIVING
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STRENGTHENING OUR IMPACT STATEWIDE

A Strategic Road Map for the Illinois State Alliance of YMCAs

2017-2020



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Meg Cooch, Executive Director
 IL State Alliance of YMCAs



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Road Map for the IL State Alliance of YMCAs 2017-2020

The Illinois State Alliance of YMCAs Board of Directors commissioned the Strategic Planning Committee to review and recommend up-dates to the Alliance's current Strategy Road Map (approved February 2014). The committee was made up of board members and Advancement Committee members and also included a robust member survey.

State and national trends continue to be factors in defining how we will strengthen our capacity to serve our community and explore the opportunities to make it the best it can be. This is a "living" plan; we are committed to long-term impact, and we recognize the need to continuously adapt our strategies as our environment changes.

IL ALLIANCE IDENTITY STATEMENT

The Illinois State Alliance of YMCAs brings together 1117 YMCA locations working in 120 communities and engaging more than 548,000 members in Illinois to strengthen the foundations of community through youth development, healthy living and social responsibility.

OUR PURPOSE

The purpose of the Illinois State Alliance of YMCAs is to connect, support and foster state-wide initiatives, manage public policy efforts and ensure communication to advance the YMCA's mission in Illinois:

- To foster statewide communication and collaboration among Illinois YMCAs and our partners (AYP, Neighborhoods, training partner Y).
- To gain consensus on issues of importance to Illinois YMCA.
- To make local, state and national policy decision makers aware of the Illinois YMCAs' mission and programs and gain recognition as a leader in youth development, healthy living and social responsibility.
- To protect the operating integrity of the Illinois YMCAs' organizations in order to carry out their missions.
- To represent, communicate to, and to advocate on behalf of all member YMCAs and the communities they serve located in the State of Illinois.

ALLIANCE LEADERSHIP & STRUCTURE

STATE ALLIANCE LEADERSHIP:

Andrew Bobbitt, Chair
Fox Valley Family YMCA

Jill Doerner, Vice Chair
YMCA of Metropolitan Chicago

COMMITTEES:

Board of Directors
Finance Committee
Advancement Committee
Public Policy Committee

Three Focus Area Committees:

Meg Cooch, Executive Director
IL State Alliance of YMCAs

Youth Development
Healthy Living
Social Responsibility

BOARD OF DIRECTORS COMMITTEE

Andrew Thornton, Sterling-Rock Falls YMCA
Jim Watts, Greater Joliet Area YMCA
Gary Bublitz, Golden Corridor YMCA
Dan Chonowski (Treasurer), Greater Peoria YMCA
David Reed, McGaw YMCA Volunteer
Mark Spiegelhoff, Kishwaukee Family YMCA
Bill Gavin, Gateway Region YMCA Volunteer
Jill Edelblute, YMCA of Metropolitan Chicago
Phillip Jimenez, West Cook YMCA
Mike Wennekamp, Two Rivers YMCA

Event Committees:
Fall Staff Rally
Executive Retreat
State Advocacy Day

OUR OPERATING MODEL/ OUR IDENTITY PROFILE

Current Business Model

Because we seek to... Strengthen community by creating healthy lifestyles, nurturing the potential of children, teens and families, and providing opportunities to give back to others.

Geographic service area: State of Illinois

Serving: 45 Corporate YMCAs and the more than 120 communities they serve in Illinois

Through: Key partnerships with local and state public officials, funders and community leaders and statewide organizations.

Increases in Y capacity to respond and impact community

Through our areas of focus of:

Youth Development

Nurturing the potential of every child, teen and families.

Healthy Living

Creating healthy lifestyles.

Social Responsibility

Giving back and providing support to our member Associations

- ◀Convening and Collaborating ▶
- ◀Education and Awareness ▶
- ◀Information Sharing..... ▶
- ◀Public Policy and Advocacy..... ▶
- ◀Statewide Initiatives..... ▶

And maximize our unique strategic advantages of...

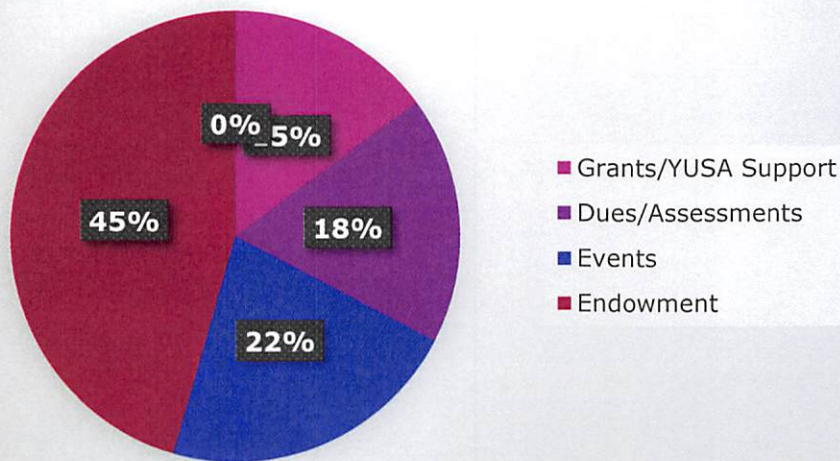
1. The collective power of the Y's unique and trusted brand recognized globally, nationally and statewide, which has and continues to inspire credibility with communities served, community leaders, donors and public officials for over 160 year.

2. The scale and reach to serve broad and diverse populations in Youth Development, Healthy Living and Social Responsibility.
3. The capacity to partner as the leading nonprofit as well as raise and leverage funds to provide sustainable initiatives.
4. A demonstrated ability to work together as well as share the collective wisdom and institutional knowledge of diverse volunteers and staff.
5. The proven ability to respond to issues strategically and tactically in neutral and bi-partisan support.

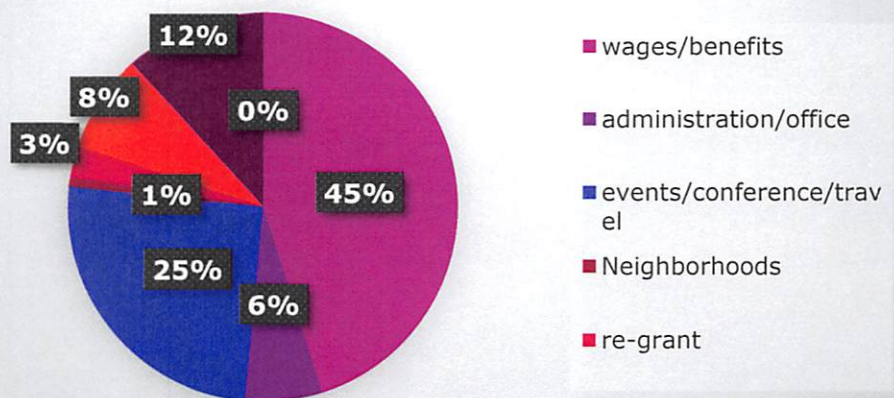
We sustain our work through a funding mix of ...

Membership dues, the Illinois Area Fund Endowment, YUSA support, conference fees, grants, partnerships and collaborations.

2016 Budgeted Revenue



2016 Budgeted Expense



ABOUT OUR ALLIANCE

There is no other Illinois nonprofit like the Y. That's because in more than 120 communities across the state we have the presence and partnerships to not just promise, but deliver, lasting personal and social change. We know that when we work as one, we can move people and communities forward. That's why we are committed to providing support to our neighbors and opportunities for kids, adults and families to learn, grow and thrive.

Alfred Campanelli YMCA	High Ridge Branch YMCA	Sage Branch YMCA
Austin Branch YMCA	I.D. Pennock Branch YMCA	Sauk YMCA
Big Brothers Big Sisters Branch Y	Illinois Valley YMCA	Smith Family Branch YMCA
Bloomington-Normal YMCA	Illinois YMCA Youth and Government	South Chicago Branch YMCA
Bob Freesen YMCA	Indian Boundary Branch YMCA	South Side Branch YMCA
BR Ryall YMCA of NW DuPage County	Irving Park Branch YMCA	South Suburban Branch YMCA
Buehler Branch YMCA	Kankakee Area YMCA	Springfield Family YMCA
C. W. Avery Family Branch YMCA	Kelly Hall Branch YMCA	Stateline Family YMCA
Cahokia Area YMCA	Kerasotes YMCA	Stephens Family YMCA
Camp Independence YMCA	Kishwaukee Family YMCA	Sterling-Rock Falls Family YMCA
Camp Duncan Branch YMCA	Kroehler Family YMCA	Streator Family YMCA
Camp Winnebago Branch YMCA	Lake County Family YMCA	Sugar Grove Center YMCA
Canton Family YMCA	Lake View Branch YMCA	Taylor Family Branch YMCA
Central City Branch YMCA	Lattof Branch YMCA	Third Age Office Branch YMCA
Christian County YMCA	Lawson House YMCA	Tri-City Area YMCA
Clinton Community YMCA	Leaning Tower Branch YMCA	Tri-Town YMCA
CMT Branch YMCA	Lincoln Area YMCA	Two Rivers YMCA
Community Outreach Branch Y	Mattoon Area Family YMCA	University YMCA
Danville Family YMCA	McCormick Tribune YMCA	Wabash YMCA
Decatur Family YMCA	McGaw YMCA	West Community Branch YMCA
Dixon Family YMCA	Mendota Area Branch YMCA	West Cook YMCA
Downtown Belleville Branch YMCA	Mercer County Family YMCA	Western Community Center YMCA
East Belleville Branch YMCA	Monroe County Branch YMCA	YMCA Child Care Services
Edwardsville YMCA	Morris Community Branch YMCA	YMCA of Belvidere
Elmhurst Branch YMCA	Mt. Sterling Branch YMCA	YMCA of Berwyn-Cicero (PAV)
Esie Branch YMCA	Myer Center YMCA	YMCA of Jefferson County
Fayette County Family YMCA	North Lawndale Branch YMCA	YMCA of Kewanee
Field House Branch YMCA	North Suburban YMCA	YMCA of Knox County
Foglia Branch YMCA	North Will Branch YMCA	YMCA of McDonough County
Fox Valley Family YMCA	Northeast Branch YMCA	YMCA of Metropolitan Chicago
Fox Valley West Branch YMCA	Northern Lake Branch YMCA	YMCA of Northwest Illinois
Fry Family Branch YMCA	O'Fallon Branch YMCA	YMCA of Ottawa
Galowich Family Branch YMCA	Oswego Family Branch YMCA	YMCA of Rock River Valley
Gateway Region YMCA	Outdoor Branch YMCA	YMCA of Warren County
Golden Corridor Family YMCA	Quincy Family YMCA	YMCA of West Central Illinois
Greater Joliet Area YMCA	Randolph County YMCA	YMCA Safe N Sound
Greater LaGrange Branch YMCA	Rauner Family Branch YMCA	Youth Achievement Branch
Greater Peoria Family YMCA	Rock Island Branch YMCA	Y Sports Complex
Hastings Lake Branch YMCA	Roscoe-Rockton Branch YMCA	



FOR YOUTH DEVELOPMENT®
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ILLINOIS YMCAS

Who we are: There are 45 corporate Ys and 108 Branches in approximately 120 communities across Illinois serving urban, suburban and rural communities.

Who we serve: Illinois Ys serve **744,213 members and constituents**. This includes Illinois Y members and an additional 222,660 registered participants in hundreds of YMCA programs and services. During 2015, Illinois Ys served 217,017 children and youth.

What we do: Illinois Ys support more than 590 child care and after school sites across the state serving more than **23,542 children daily**. Many Illinois YMCAs have partnered with local school districts and changed child care program curriculum to focus more on academic achievement. Many Illinois YMCAs are integrating reading in summer day camp programs to address summer learning loss in our youth so that every child succeeds.

More than **18 Illinois Ys** are engaged in Healthy Communities Initiative, an initiative that focuses on obesity prevention among children. More than 16,000 Illinoisans participated in Healthy Kids Day at YMCAs across the state—learning about the importance of play, exercise and good nutrition. Seven Illinois Ys have piloted and now offering the CDC Diabetes Prevention Program with an additional Y plans to implement in 2016. Other Ys have programs to address fall prevention, recovery from cancer and arthritis management.

Ys provide programs which strengthen the foundations of community through youth development, healthy living and social responsibility

How we enrich communities: **35,035 Illinoisans** of all ages give back to their communities as Y volunteers, serving as child care aids, swim instructors, tutors, mentors, coaches and chaperones to name a few examples. 2855 Y policy volunteers serve on boards and committees sharing their skills, talents and leadership. **Volunteer time exceeds \$8,173,783** in value next year (668,518 hours).

How we are funded: Illinois Ys received **\$26,832,670 in contributed** support in 2015. Ys utilize annual contributions to ensure that no one is denied participation in Y programs, child care, camp or membership due to economic hardship. In addition, government funding was invested in Illinois Ys to provide needed local community services and relieve the government of this burden. Ys receive \$19,684,707 in government grants, contracts and voucher in 2015. **Illinois Ys give back \$11,320,321** in direct and indirect community support.

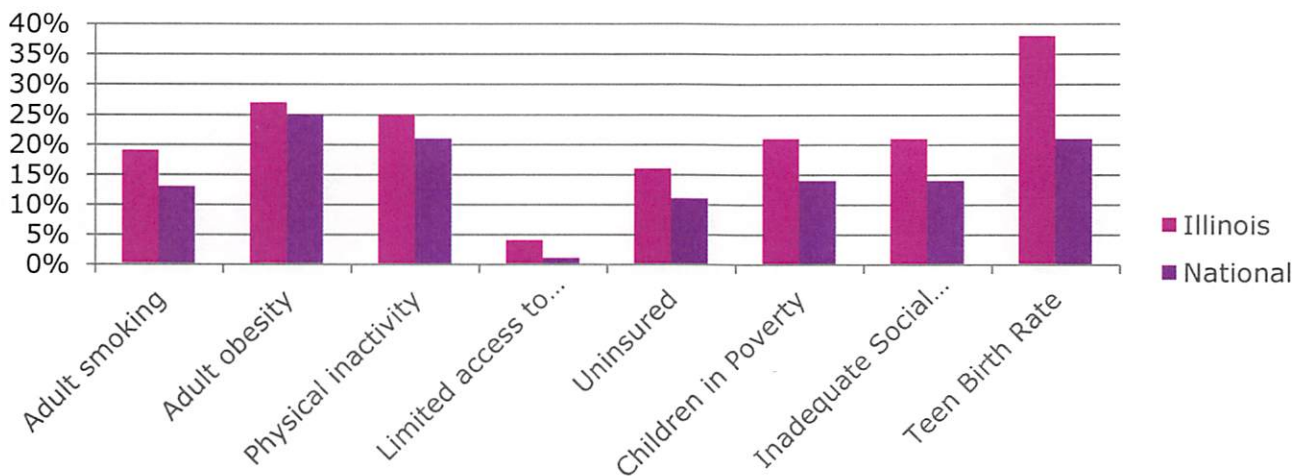
Our Planning Model



Critical Issues Across the State

Critical Social Issues

Families	<ul style="list-style-type: none"> • Changing traditional family unit • Less discretionary money • Children receiving free and reduced lunch
Health	<ul style="list-style-type: none"> • Chronic disease • Stress due to economic issues • Lack of fresh foods; increased food deserts • Increased gun violence • Growing aging population
Diversity	<ul style="list-style-type: none"> • Growing diverse populations including the Latino population • Lack of understanding of diverse cultures • Lack of engagement of newcomer and emerging populations • Special needs population • LGBTQ
Economy	<ul style="list-style-type: none"> • State Pension and State Budget in crisis • Erosion of the middle class • Continued under employment • Population shifts including businesses and people leaving the state • Impact of Dept of Labor and other employment changes
Education	<ul style="list-style-type: none"> • Declining school funding • Increased behavioral issues • Lack access and funding of early childhood and school aged programs • Lack of coordination of services • Disparity in learning/summer learning loss
Nonprofit	<ul style="list-style-type: none"> • State tax challenges • PILOT (Payment in Lieu of Taxes) • Nonprofit mergers, consolidations and closings • Decreased resources • Increased competition



Our Impact

Our impact defines the “why” of our Alliance purpose. The State Alliance of YMCAs seeks to:

- Strengthen our cause with one voice across the State
- Leverage local issues collectively as a State
- Amplify the local impact to expand the collective impact of Ys
- Support the local Y’s impact on the communities they serve
- Support the local Y’s ability to build capacity
- Support and move forward policies that affect local Ys
- Protect the charitable status of YMCAs; the brand, relevance, and sustainability
- Serve as a leader in the areas of youth development, healthy living and social responsibility.

Our Strategy Screen

The strategy screen is a vetting process for the Alliance’s Big Questions that will guide our discussion at the Steering Committee and leadership level. We will ask:

1. Is it compatible with our purpose and values and does it add value to the Alliance and Illinois Ys?
2. Is it sustainable, e.g., do we have the resources, both human and financial? Do we have the capacity and the ability to manage?
3. Does it align us with the right organizations?
4. What are the local and/or state political implications?
5. Do we need consensus among our corporate Ys or 100 percent agreement?
6. Who does it benefit; entire alliance, a group of Ys or a single corporate Y?
7. Is it aligned with the Alliance’s priorities and moves our work forward?
8. What are the advocacy and public policy implications as an Alliance?
9. What’s the return on the investment?
10. Are there measureable outcomes?
11. Is it in line with YUSA’s strategic plan?

Our Stakeholder Input:

EXECUTIVE SUMMARY

What role could the Alliance or partners (AYP/Neighborhood/Training Y) play in helping to build the capacity of all IL YMCAs?

- Organize and facilitate them together as more a united front
- I think joint agreements for purchasing/other items needs to continue. I TRULY believe that our advocacy as an alliance needs to continue to grow - while at the same time we strengthen partnerships with like organizations within the state
- Don't know
- Seek Statewide initiative grant funding
- Fundraising - how to increase charitable give to make up for the lack of funds from a declining business market (regionally) and the issue with state budgets not passing
- Determine the needs of Ys and work to address those
- More alignment on programs and performance metrics

- First, avoid duplication of services between the three entities. Second, secure grant funds that can be re-granted to local YMCAs. Secure third party reimbursement for chronic disease management programs. Secure state-wide pricing for the Silver Sneakers program. Advocate for a state bill, that once approved, names all Illinois YMCAs as specifically exempt from property taxes (like the Wisconsin YMCA Alliance did).
- Further trainings, advocacy, networking
- Focus on a single issue to rally around
- Continue with the support you are already providing
- Our regional training Maribeth is amazing.
- Through training and good networking events to build relationships with other YMCA's
- Reinforce to Board Volunteers benefits of Alliance

What, if any, signature program(s) or YUSA initiatives do you think the Alliance could collectively engage in to make a significant impact in IL (check all that apply)?

Summer Learning Loss Prevention – 10 Ys
 Achievement Gap Afterschool Programs – 10 Ys
 Y Diabetes Prevention Program – 9 Ys
 Early Learning Readiness – 7 Ys
 Drowning Prevention – 7 Ys
 Child Abuse Prevention – 6 Ys
 Youth & Government – 6 Ys
 CATCH – 6 Ys

Togetherhood – 5 Ys
 Year-Round Food Program – 4 Ys
 Nationwide Campaign – 4 Ys
 Enhance Fitness – 2 Ys
 Livestrong – 2 Ys
 HEPA Standards – 1 Y
 Adventure Guides/Y Guides – 1 Y
 Moving for Better Balance – 0

What are the top 3 statewide priorities/opportunities you believe the Alliance should focus on in the coming 24 months?

- Getting us and our group organized, fix dues/budget, new statewide initiative everyone can get behind
- Implementation support for licensing exemption, continued advocacy for a fair budget (keeping Ys / social service angle), rebuilding/strengthening our committees of youth development/healthy living/social responsibility
- Finding other sources of funding other than the state that more small Y's can qualify for, keeping licensing OUT of the picture for camp and afterschool programs.
- Third party reimbursement, DPP,
- Early childhood education and achievement gap
- Funding sources
- Achievement gap work; public policy; increasing understanding of the alliance
- Program alignment and efficacy, performance metrics
- State wide pricing on Silver Sneakers; third party reimbursement for chronic disease management programs; secure grants that can redistributed back to local YMCAs.
- DPP and other health initiatives, CAP, Achievement Gap
- Child development, Membership reciprocity, Drowning prevention
- Child Care Exemption, State Funding CCAP, Obese children,
- Image of the Y, funding gaps, youth services outreach
- Advocacy, bringing YMCA's together, trainings
- Monitor Public initiatives. After GA focus on the same issues of Y-USA. The Reciprocity Initiative

What are the top 1-3 opportunities for your YMCA Association with which the State Alliance, neighborhoods or AYP may be able to assist?

- New initiatives and staff development
- Achievement Gap initiatives, YDPP /other chronic disease funding/payment avenues
- Funding for childcare
- Developing a unified message and vision for our state and how the Y can make an impact

- Secure state wide pricing with key vendors; secure third party reimbursement for chronic disease management programs; closer training opportunities for our local Y
- Child care, state funding, child care licensing
- Our Y is currently in negotiation and into a feasibility study with regard to the local hospital and Y to build a Healthy Living Center (with a full service Y) on the hospital campus.
- Regional shared services
- Training for membership & contributed support
- Encourage increased collaboration between Ys for sharing /savings
- 4 Ys said unsure or n/a

How can the Alliance help support your Y to be prepared to defend the Y mission and charitable purpose against tax challenges:

- Education information for your board to understand nonprofit tax law and charitable status – 10 Ys
- Provide legal support through the Alliance mission defense fund – 10 Ys
- State public policy and advocacy – 14 Ys

What are the Alliance's greatest weaknesses?

- Geography. Single staffed. More dues so IAF \$ can be invested in new Alliance efforts
- We do a lot with a little. 1 staff person - serving 40+ independently operated associations. Big task.
- Apathy
- Need more cohesiveness and collective negotiating and purchasing.
- Engagement
- Unknown
- Helping Y staff and volunteers understand its importance
- Geography
- Lack of statewide alliance on programs showing great efficacy
- The diversity and independence of local Ys leads to not always speak as one voice or capitalize on opportunities to increase revenues or lower expenses through an alliance.
- Capacity limits, not wholly supported by all IL Ys
- Not sure - perhaps greater focus
- Not really sure if there are areas of weakness, but providing scholarships perhaps for C.A.T.C.H. and/or even more training for same
- Contact, keeping CEOs like me involved and apart. Quite frankly that may be best. We now have a director who does a remarkable job... But now that we have Meg, I don't feel as involved.
- Networking with other YMCAs
- One staff person

Our Big Questions

The Strategic Planning Committee identified the following opportunities and threats facing the Alliance and selected a number of Big Questions that the Alliance collectively will give their time, energy and resources to:

QUESTION 1

- ❖ How does the Alliance become sustainable and grow capacity in order to further Ys' abilities to fulfill their missions?

QUESTION 2

- ❖ How does the Alliance demonstrate and grow Ys' collective impact in Illinois?

QUESTION 3

- ❖ How does the Alliance position and support Ys to effectively respond to public policy issues while proactively protecting the Y charitable status?

QUESTION 4

- ❖ How do we engage our internal and external constituents and grow partners/collaboration to expand our impact?

Our Strategies

The Strategic Planning Committee identified strategies in the following areas. An implementation plan will follow with a review at a year and a half.

GROW FUNDING, CAPACITY AND SUSTAINABILITY TO ADDRESS Y MISSION NEEDS

1. Diversify revenue including dues, grants, partnerships, mergers/engagement, and program revenue
2. Achieve 100% in dues participation
3. Increase volunteer engagement of boards and CEOs
4. Create and clarify an organizational structure for the Alliance that supports engagement and investment (including but not limited to: committees, board, task forces, and staff)

ENGAGE YS IN STATEWIDE INITIATIVES

1. Continue Alliance current initiatives until achieved: For example: Support all Ys to register and implement child abuse prevention
2. Implement the Alliance Youth Program Quality Assessment Pilot and review for discussion of expansion
3. Implement reciprocity successfully
4. Create and implement comprehensive strategy to expand funding for DPP and other Chronic Disease programs
5. Create a process for identifying the next state initiative

HARNESS THE CAPACITY AND POWER OF THE EXPERTISE OF ILLINOIS YS

1. Collect best practices from Ys in IL and share with the remaining Ys, solicit presenters for the Fall Rally
2. Identify new joint purchasing opportunity
3. Recruit at least one point person in addition to the CEO from each Y to be involved in the Alliance with an emphasis on moderate or limited engaged Y
4. Increase volunteers (corporate board, branch leadership, local advisory board, Y Retired Professionals) from local Ys in Alliance work
5. Strengthen working relationship/coordination/collaboration between Alliance, AYP, Neighborhoods, Training Partner to communicate and offer increased collaborative opportunities and awareness

TRACK AND GROW PUBLIC POLICY RELATIONSHIPS AND INCREASE AWARENESS OF Y CAUSE AND MISSION

1. Work with YUSA to track relationships and map the legislative districts and Y service areas and share with Ys
2. Support Ys to grow legislative relationships. Establish a regional systematic approach to legislative relationships including advocacy in home districts
3. Create relationship development tool kit for Ys to reach out to their legislators throughout the year including community benefit and mission defense
4. Target Y boards and CEOs to engage in legislative relationships

