



FOR YOUTH DEVELOPMENT
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY

LOOKING AHEAD

TEXAS STATE ALLIANCE OF YMCAS
2015 STRATEGIC PLAN



**Strategic Planning
Committee**

James Finck
YMCA of Austin,
Chair

Tony Shuman
YMCA Metro Ft. Worth,
Chair Elect

Gordon Echtenkamp
YMCA of Metro Dallas,
Treasurer

Cezar Gonzalez
Resource Director,
Y-USA

Ar'Sheill Monsanto
Advocacy Director

Roberto Aguirre
Arlington YMCA

Bill Coon
YMCA of El Paso

George Fierro
YMCA of Midland

David Hendricks
Abilene YMCA

David Lopez
YMCA of Greater Houston

Sandy Morander
YMCA of Greater San
Antonio

Terry Seth
Corsicana YMCA

Strategic Planning 2015

Impact Statement

The Texas State Alliance of YMCAs is an association representing the interests and concerns of the 26 independent Ys across Texas to build capacity and leadership in the areas of Youth Development, Healthy Living and Social Responsibility. The Alliance works to foster statewide communication and collaboration among the 200 individual branches, serving more than 1.5 million Texans, so they can work collectively to address local issues and strengthen communities throughout the Lone Star State.

Over the next five years, our organization will continually advocate for issues of importance to Texas Y's and the millions of children and families we serve. We will support the local Y's impact on communities and move forward policies that benefit local Ys. We vow to protect the Y's brand, ensure our relevance and strengthen our cause with one voice across Texas.



Operating Model

	Current Model	Future Operating Model
Geographic service area	<p><u>Texas</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>
Members served	<p>26 YMCA associations 1.5M families/communities served</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>Advocacy Issues Networking Funding Opportunities Healthy Communities Pioneering Healthier Communities</p>	<p>Focus statewide initiatives in youth development, healthy living and social responsibility.</p>
Funding sources	<p>Membership revenue Y-USA Public Policy grant Pioneering Healthier Communities Other sources</p>	<p>Continue yet add strategic partnerships and pursue major grants on focused statewide efforts.</p>

Strategic Advantages of the Texas State Alliance of YMCAs

- 1) YMCAs have relationships with statewide partners and coalitions that are looking for the Y to serve in a leadership role within our three focus areas.
- 2) YMCAs collectively have a constituency base of over 1.5 million members and program participants.
- 3) YMCAs have access to resources such as technical assistance and training experience from Y-USA that can be of benefit for all Y's.
- 4) Larger Ys can take the lead on initiatives and then allow for smaller Y's to build upon that work in their communities.
- 5) YMCAs have credibility in the communities we serve and throughout the state.
- 6) Collective sum is greater than individual parts.
- 7) YMCAs have influential board members that can articulate our mission and impact to decision makers.
- 8) YMCAs have a network of CEOs that can serve as mentors for emerging leaders.

Strategy Screen

- 1) How will this effort fulfill the mission and cause of Y's in Texas?
- 2) How will this effort engage and benefit the majority of the Y's in Texas?
- 3) What/who is this trying to impact and is it sustainable?
- 4) How does this effort leverage our strategic advantages and strengthen capacity of local Y's?
- 5) Collectively are the Y's in Texas the BEST organized to lead, collaborate or partner on this effort?
- 6) Does this effort demonstrate good stewardship of the time, talent and treasure of the local Y's?



Big Questions

- 1) How do Ys stay nimble on statewide efforts when only a few Ys are pioneering efforts?
- 2) How does the Alliance create a culture that is beneficial for the majority of YMCAs?
- 3) In what areas are Ys most impactful?



Impact Objective 1:

1) Create an operating structure that formalizes the Texas State Alliance of YMCAs.

Action Plan:

1. Construct and adopt Alliance guidelines/ bylaws.
2. Determine and identify board of directors, advisors, executive and subcommittees.
3. Develop expectations and assign duties and responsibilities of officers, boards, advisors and executive committee.
4. Support the regular meeting of the executive committee on a quarterly basis.

Impact Objective 2:

Identify and commit to one to three initiatives for the Alliance to tackle over the next three to five years.

Action Plan:

1) Integrate and sustain commitments of *Healthy Eating and Physical Activity* standards.

1. Train and integrate the [CATCH Kids Club K-5](#) curriculum in all applicable YMCA association and branches by 2016.
2. Provide ongoing training workshops, webinars and technical assistance to support the sustainability of the CATCH Kids Club program and other out of school time programs.
3. Create statewide staff advisory teams of staff and volunteers within the realm of youth development.
4. Provide training workshops and webinars and provide technical assistance in YMCA out- of- school time programs.
5. Increase participation in afterschool and summer meals by 5%ⁱ.
6. Build capacity around Texas-based out-of-school time providers to adopt HEPA guidelines and support state level policies like [Distinguished Afterschool Recognition Programs](#) (DASH).

2) Address chronic disease prevention and control for both youth and adult.

1. Track and monitor pieces of legislation influenced around healthy living in Texas.
2. Develop technical assistance for Y associations seeking to complete the DPP Readiness Assessment.
3. Implement and expand the [YMCA's Diabetes Prevention Program](#), [LIVESTRONG](#) at the YMCA, other signature healthy living programs for associations by 5%.
4. Create statewide staff advisory teams of staff and volunteers within the realm of healthy living.
5. Identify funding sources to pilot youth obesity prevention programs.

6. Establish a statewide strategic partnership to consider a diabetes prevention education program to include organizations like the **LIVESTRONG** Foundation, BlueCross BlueShield of Texas, HEB Grocery Store and/or United Healthcare Group.
7. Adopt membership reciprocity and position YMCAs as a benefit to state government worksite wellness programs. Reciprocity agreements will be revisited annually.

3) Prevent accidental drowning for youth across the state.

1. Research national and Texas specific data to show the need and potential impact of a statewide anti-drowning, residential pool safety and aquatic safety initiatives.
2. Build relationships with other statewide stakeholders interested in this effort (TX DSHS, American Red Cross, Texas Pediatric Society, United Ways, Camp Association, Children's Hospital Association of Texas, Municipal Pools, etc.).
3. Create statewide staff advisory teams of staff and volunteers within the realm of aquatic safety.
4. Streamline all internal lifeguard training certification processes among Ys in Texas.
5. Increase the number of youth swim lessons provided by 10%ⁱⁱ.
6. Track the number of YMCA lifeguard certification disseminated by Ys across Texas annually.
7. Increase statewide YMCA participation in Y-USA's [Safety Around Water](#) program by 25%.
8. Establish legislative policies on statewide drowning prevention curriculum.
9. Solicit grant funds &/or develop strategic partnerships to secure resources to pilot and implement statewide drowning prevention programs like Safety Around Water.



ⁱ YMCAs in Texas served 651,845 summer meals in 2014. We plan to serve an additional 32,592 within the next 5 years.

ⁱⁱ YMCAs in Texas self-reported 70,202 youth swim lessons in 2013. We plan to provide an additional 7,020 within the next 5 years.