the YMCA®

FOR YOUTH DEVELOPMENT®
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY

DELIVERING OUR CAUSE

Strategic Plan 2014–2017
YMCA OF THE USA

TABLE OF CONTENTS

PLAN 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 Movement's considerable power to enrich the common good and make life better for individuals, families, and communities. **Delivering our Cause draws inspiration and direction from both.**

More than 160 years of innovating programs and delivering transformative responses to urgent social challenges has produced and reinforced a set of basic beliefs about how and why our Movement effects meaningful, enduring change. **Delivering Our Cause is grounded in these beliefs.**

THE Y'S MISSION

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

THE Y'S CAUSE

At the Y, strengthening community is our cause. We believe that positive, lasting personal and social change can only come about when we all work together to invest in our kids, our health, and our neighbors. That's why we focus our work in three areas:

- **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 Y'S BELIEFS

We believe that when we devote our full strength to the Y's mission and cause, work in partnership with others, and build on our history of innovation, we can address the most pressing issues of our time unlike any other organization.

We believe all people have potential.

We believe active and connected families make for active and connected communities.

We believe in a holistic approach to development, promoting healthy spirit, mind, and body.

We believe that in a diverse world, we are stronger when we are inclusive and our doors are open to all.

We believe in honoring our mission, living our cause, acting in accordance with our values, and placing the greater good above self.

DELIVERING OUR CAUSE

Letter from YMCA of the USA

The **Delivering Our Cause** strategic plan represents the final phase of a 10-year planning cycle that YMCA of the USA (Y-USA) initiated in 2007. From the outset, the objective of this planning effort was to transform our Movement—to recapture the sense of togetherness within our organization and do the work our mission calls us to do in a more coordinated, purposeful fashion.

Y-USA set this objective with a greater end in mind: harness the collective power of the Movement to reach more people and do more good. It was evident from the beginning that accomplishing this would necessitate greater Movement capacity both nationally and locally, so Y-USA committed to developing a series of strategic plans that would build upon each other and create the infrastructure required to act as one organization with common goals.

You may recall that the focus of our **Mission Impact** plan (2007–2010) was to strengthen Y-USA as a national office so that we could provide greater support to the Movement. That plan produced a new service-delivery system that is highly regarded by Ys. The **Advancing Our Cause** plan (2011–2013) followed the lead of our brand revitalization, dedicating resources to enhancing the capacity of YMCA associations to strengthen community and elevating the Y's public profile.

The purpose of the **Delivering Our Cause** plan (2014–2017) is to define what we want to achieve as a Movement in each of the Y's three areas of focus—youth development, healthy living, and social responsibility—and what we need to do to ensure we have the collective capacity to achieve our goals. It also points us toward 2018 and the beginning of the next 10-year planning cycle, when our Movement will be positioned to make a commitment to the nation in our areas of focus.

This plan has the full and enthusiastic support of the Y-USA Board of Directors. It is the plan we hoped would be possible when we started this process in 2007. Now it is a matter of working together as a Movement to realize the promise of our mission and cause.

Sincerely,

Sharon Allen
Chair, Board of Directors
YMCA of the USA

Pamela Davies, Ph.D.
Chair, National Board
Strategic Planning Task Force
YMCA of the USA

Neil Nicoll
President and CEO
YMCA of the USA

THANK YOU

As with its predecessors, this plan draws on the vital input of Y leaders from across the country. We began by reviewing more than 120 YMCA strategic plans to identify the issues being addressed nationwide, and along the way more than 1,700 Y staff and volunteers provided feedback. We thank them for their time and expertise.

We also wish to thank the association CEOs who made up our four CEO advisory committees, in particular Kevin Washington, Tom Looby, Eric Mann, and Sandy Morander, who served as chairpersons. Their leadership and dedication to the Y's mission and cause made this plan possible.

HARNESSING OUR COLLECTIVE STRENGTH

Letter from Strategic Plan Advisory Committee Chairs

When YMCA of the USA invited us to play leadership roles in the development of its next strategic plan, we accepted with great enthusiasm. We understood clearly that this would be more than a plan for the national office—it would mark a major milestone in the continuing revitalization of our Movement as a unified force for the common good.

Our nation faces unprecedented challenges. Disparity in academic achievement among children of different backgrounds. High rates of chronic disease and obesity. Increasing social isolation and disconnection from supportive communities. These challenges and many more are abundant in every community the Y serves.

Unfortunately, there are more challenges than organizations with the capacity to do something about them. The Y is one of a small number of organizations that can respond nationally—when we work together and push toward the same goals. The **Delivering Our Cause** strategic plan is designed to harness the collective strength of our Movement and direct it toward issues that only the Y is capable of addressing.

This plan establishes shared intentions and outcomes for our Movement and a common framework for strengthening community. It not only is a statement of Y-USA's commitment to lead at the national level and deliver resources needed by Ys at the local level, but also a guide that empowers Ys to coordinate strategic planning—with the goal of multiplying the impact of our Movement in youth development, healthy living, and social responsibility.

Moreover, this plan lays the groundwork for a successor plan that will quantify our Movement's commitment to the country in each of the Y's areas of focus. We are driving toward the day when we announce the Y's intention to move the needle on some of the key challenges facing the nation. What an important day that will be for our country and our Movement.

Much is expected of the Y, and rightly so. When we work together, there is simply no other organization that can make the difference we can. The **Delivering Our Cause** strategic plan moves Y-USA and all Ys closer to realizing the full potential of our Movement to strengthen community and our nation. We are proud to have been part of its development.

Sincerely,

Kevin Washington
President and CEO
YMCA of Greater Boston
Chair, CEO Advisory Committee

Thomas F. Looby
President and CEO
Tampa Metropolitan Area YMCA
Chair, Youth Development Advisory Committee

Eric Mann
President and CEO
Florida's First Coast YMCA
Chair, Healthy Living Advisory Committee

Sandra J. Morander
President and CEO
YMCA of Greater San Antonio
Chair, Social Responsibility Advisory Committee

INTRODUCTION TO 2014–2017 PLAN

Delivering Our Cause is more than a strategic plan for YMCA of the USA. It is a statement of intent for the entire Y Movement.

Based on the input of more than 1,700 Y staff and volunteers, **Delivering Our Cause** defines what we want to achieve as a Movement in each of the Y's three areas of focus—youth development, healthy living, and social responsibility—and what we need to do to make sure we have the capacity to reach our goals. It has three components: frames for action, Y-USA's strategic plan, and a planning supplement for Ys.

Frames for action articulate our goals as a Movement in each of the Y's areas of focus. Each frame defines:

1. The critical social issues we believe the Y can and should address. These are issues that affect all or most of the communities we serve.
2. Our shared intent: a vision of what we seek to achieve.
3. Key desired outcomes.

Y-USA's strategic plan, rooted in the frames for action, sets forth how the national office will lead and support Ys. It is built around three strategic imperatives:

- elevate membership and improve program efficacy;
- build the Movement's capacity to measure the impact of Y work, develop staff leaders who drive positive change in the Y's areas of focus, and meet the needs of all segments of society; and
- generate greater awareness and financial resources.

A **planning supplement,** also based on the frames for action, will be developed so Ys, as appropriate for their communities, can align their own strategic plans with **Delivering Our Cause**.

Together, we are driving toward the day when the Y Movement makes a commitment to move the needle on some key challenges facing our nation in the Y's areas of focus. This can be possible only if Ys across the country address common issues in similar ways and strive to reach the same goals. **Delivering Our Cause** points the way.

FRAMES FOR ACTION

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.

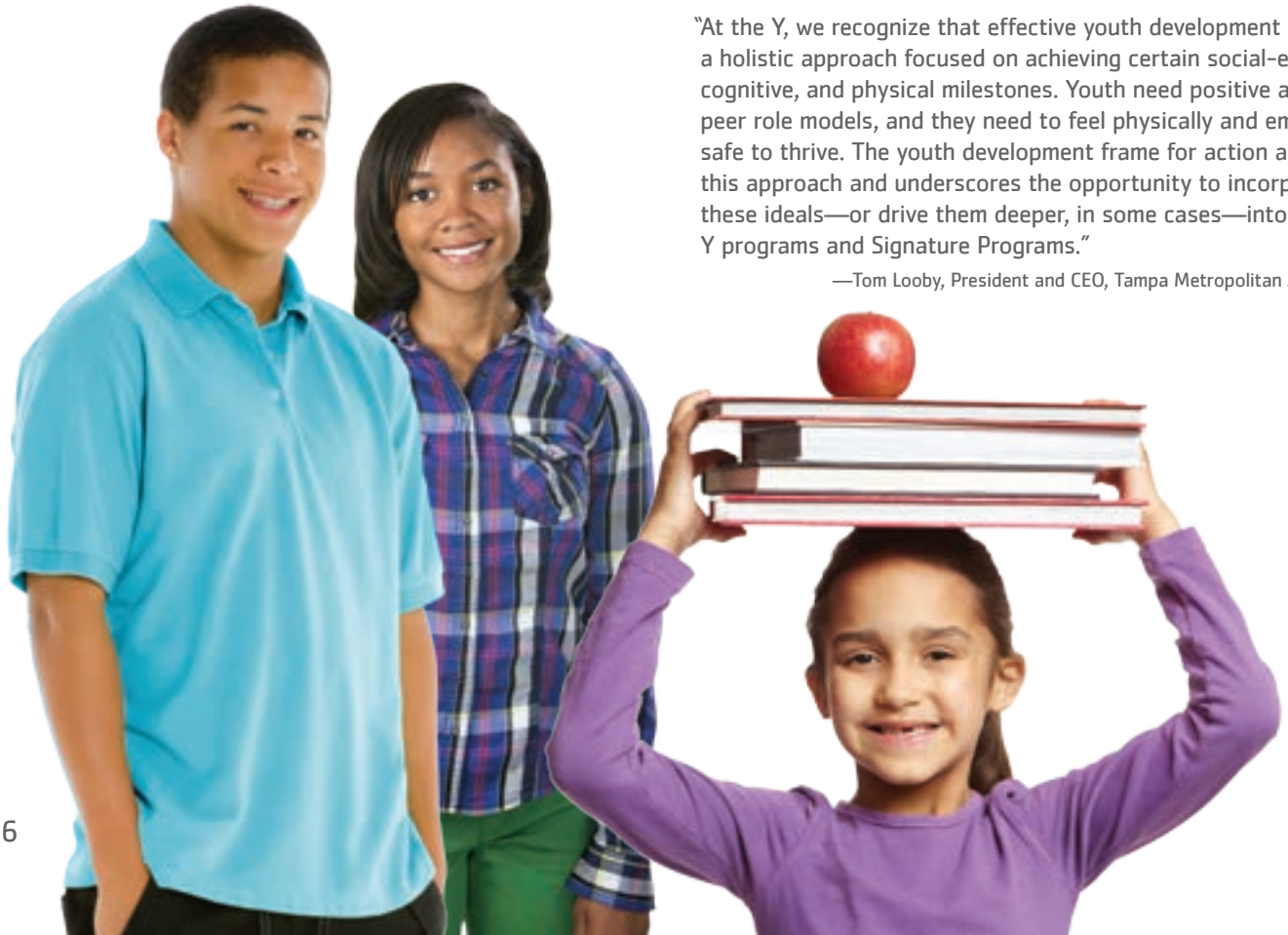
Youth in Y programs demonstrate improvement in academic proficiency—from birth to career.

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.

"At the Y, we recognize that effective youth development requires a holistic approach focused on achieving certain social-emotional, cognitive, and physical milestones. Youth need positive adult and peer role models, and they need to feel physically and emotionally safe to thrive. The youth development frame for action aligns with this approach and underscores the opportunity to incorporate these ideals—or drive them deeper, in some cases—into core Y programs and Signature Programs."

—Tom Looby, President and CEO, Tampa Metropolitan Area YMCA



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.

Photo © nyul/iStock/Thinkstock

"The healthy living frame for action reflects an important idea: The Y's contribution to enhancing quality of life is most significant when we improve the health and well-being of individuals, families, organizations, communities, and society. We know we can accomplish this through efforts that help people maintain wellness, reduce risk of chronic disease, and reclaim good health. We also must place an emphasis on providing health seekers with supportive relationships and environments that facilitate healthy behaviors."

—Eric Mann, President and CEO, Florida's First Coast YMCA

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:

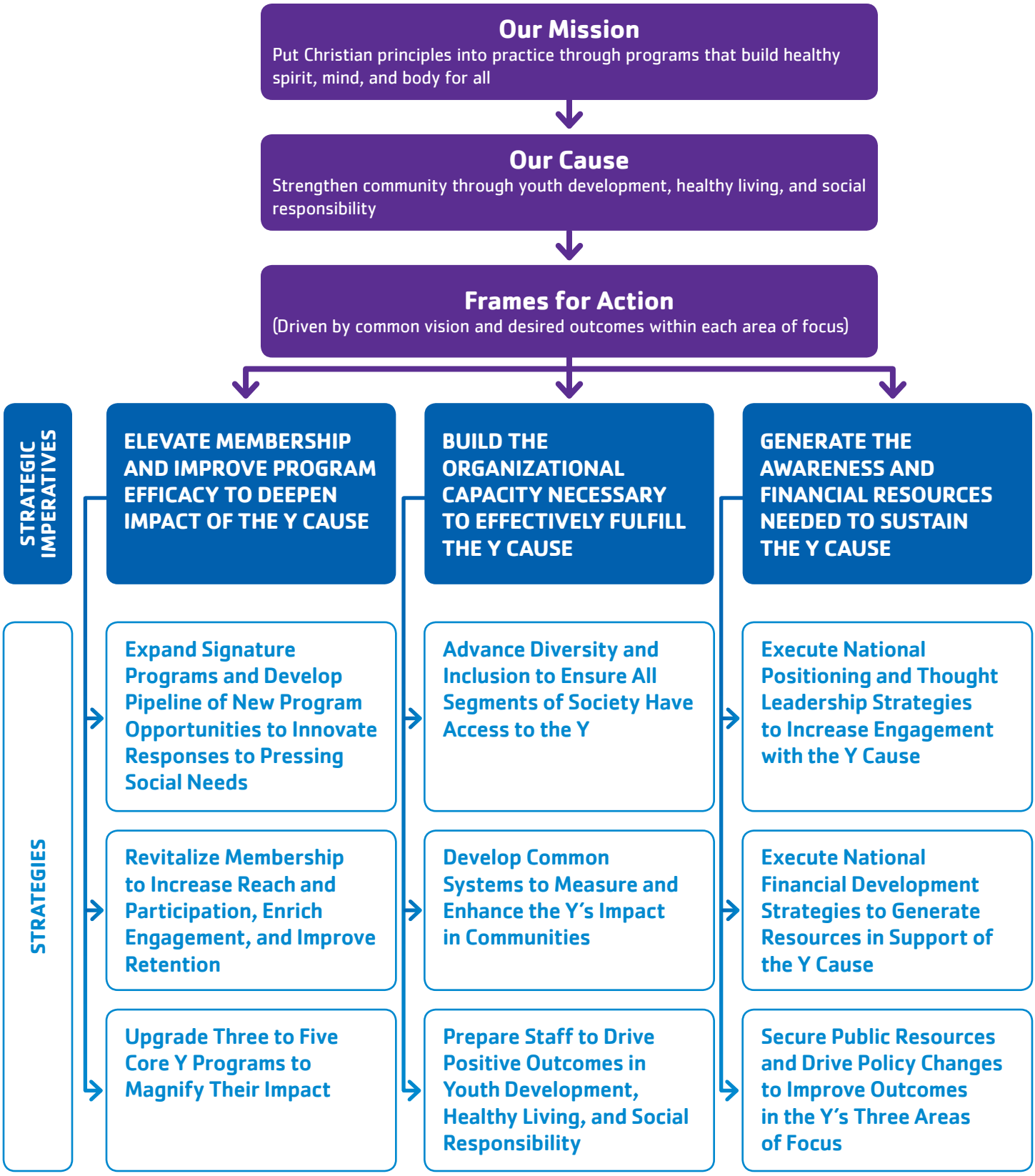
- People give their time, talent, and treasure in support of community needs.
- Diverse, underserved, and isolated communities feel supported by Ys.
- Ys support policies, laws, and regulations that strengthen the well-being of communities.
- Ys convene and collaborate to develop local, state, national,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

"The desire to belong and help others is human nature, and everyone has something of value to contribute to the greater good. There is power and potential in connecting these two truths. The social responsibility frame for action acknowledges this while recognizing that people often need to be motivated to act. The Y has the credibility and expertise to be that catalyst in communities."

—Sandy Morander, President and CEO, YMCA of Greater San Antonio

Y-USA'S STRATEGIC PLAN

Y-USA'S STRATEGIC PLAN



STRATEGIC IMPERATIVE: ELEVATE MEMBERSHIP AND IMPROVE PROGRAM EFFICACY TO DEEPEN IMPACT OF THE Y CAUSE

STRATEGY #1: Expand Signature Programs and develop pipeline of new program opportunities to innovate responses to pressing social needs

OBJECTIVES	MEASUREMENTS*
Expand YMCA's Diabetes Prevention Program.	• The number of Y associations offering the program increases from 104 to at least 300. • The number of people participating in the program annually increases from 8,000 to at least 56,000. • The percentage of program participants who become members increases by at least 30 percent over a baseline established by end of 2014. • The average weight loss among all program participants nationally is at least 5 percent.
Expand Achievement Gap programs.	• The number of associations offering at least one of the programs increases from 104 to at least 315. • The number of youth participating in the programs increases from 4,250 to at least 26,000. • At least 80 percent of participating youth demonstrate improvement on key metrics associated with their program.
Expand Togetherhood™ Program (Member-Led Community Service).	• The number of Y branches offering the program increases from 120 to at least 695. • The number of program participants increases from 744 to at least 50,000. • Impact measurements related to member satisfaction, perception, and change in personal well-being are established by end of 2014. • Data measurement and collection protocols are implemented by end of 2015.

*Measurements will be achieved by Dec. 31, 2017, unless otherwise noted.

STRATEGY #1: Expand Signature Programs and develop pipeline of new program opportunities to innovate responses to pressing social needs (cont.)

OBJECTIVES	MEASUREMENTS*

Continue support of promising evidence-informed programs in youth development and healthy living.	**YOUTH DEVELOPMENT**
	• **Science, Technology, Engineering, and Mathematics (STEM) program:**
	  • At least 400 associations offer the program.
	  • At least 80,000 youth participate in the program annually.
	  • At least 75 percent of participating youth demonstrate improvement on key metrics associated with the program.
	HEALTHY LIVING
	• **Cancer survivorship programs:**
	  • The number of associations offering one of the programs increases from 152 to at least 250.
	  • The number of people participating in the programs annually increases from 6,500 to at least 10,000.
	  • The percentage of program participants who become members increases by at least 50 percent over a baseline established by end of 2014.
	  • At least 70 percent of participants achieve positive outcomes associated with the programs.
	• **Enhance®Fitness program:**
	  • The number of associations offering the program increases from 21 to at least 120.
	  • The number of people participating in the program annually increases from 1,800 to at least 4,500.
	  • The percentage of program participants who become members increases by at least 30 percent over a baseline established by end of 2014.
	  • At least 70 percent of participants achieve positive outcomes associated with the program.

Partner with Ys to identify at least three new program opportunities, with healthy aging programs among those to be considered.	• At least one youth development program progresses through all four phases of the program development process: efficacy, validation, translation, and scaling. • At least two healthy living programs progress through all four phases of the program development process. • A strategic roadmap for the social responsibility area of focus is ready for implementation.

*Measurements will be achieved by Dec. 31, 2017, unless otherwise noted.

STRATEGY #2: Revitalize membership to increase reach and participation, enrich engagement, and improve retention

OBJECTIVES	MEASUREMENTS*
Enhance support for Ys to help them forge stronger relationships with members and grow membership.	• Partnerships are established with at least 10 "gateway" organizations, generating at least 100,000 new members. • New member retention at 90 days increases by at least 5 percent within 300 or more Y associations. • At least three new membership service enhancements that deepen the membership experience are developed.
Develop new health and wellness programs to improve health outcomes and support membership.	• At least three new health and wellness programs are developed. • At least 300 associations utilize one or more of the new programs. • There is at least a 10 percent improvement in key health and wellness impact measurements.

STRATEGY #3: Upgrade three to five core Y programs to magnify their impact

OBJECTIVES	MEASUREMENTS*
Upgrade high-reach, broadly offered core programs: day camp, child care, and aquatics.	• At least 300 Y associations adopt upgraded programs. • There is at least a 10 percent improvement in key impact measurements associated with each program within two years of adoption.
Partner with Ys to identify additional programs to upgrade, with family strengthening programs among those to be considered.	• Two additional programs are identified to upgrade.

*Measurements will be achieved by Dec. 31, 2017, unless otherwise noted.

STRATEGIC IMPERATIVE: BUILD THE ORGANIZATIONAL CAPACITY NECESSARY TO EFFECTIVELY FULFILL THE Y CAUSE

STRATEGY #1: Advance diversity and inclusion to ensure all segments of society have access to the Y

OBJECTIVES	MEASUREMENTS*
Drive Y associations' application of diversity, inclusion, and global (DIG) best practices across six critical operational areas: membership, programs, leadership development, collaboration, resource mobilization, and communications.	• The percentage of Y associations that score "very engaged" as measured by annual DIG metrics increases from 31 percent to at least 50 percent. • The number of associations that integrate diversity, inclusion, and global goals into their strategic and operational plans increases from 40 to at least 100.
Strengthen and expand the Global Centers of Excellence (GCE) network.	• The number of associations participating in the GCE network increases from 40 to at least 80, with 80 percent of the YMCA North American Network (YNAN) represented. • The number of collaborations between the U.S. Y Movement and international Movements to enhance impact in underserved communities in the U.S. and abroad increases from 45 to at least 50. • Outcome measurements that capture and communicate the Y's impact in underserved communities are in place by end of 2015.
Scale efforts to develop globally competent young adult Y leaders in partnership with Ys, Employee Resource Groups, and the global Movement.	• At least 1,000 young adult staff and volunteer leaders (ages 18–30) develop cultural and global competencies through training, mentoring, networking at global events, and learning and service exchanges.
Strengthen and expand multicultural and global leadership development.	• The number of multicultural staff with any Leadership Certification increases from 19 percent to at least 25 percent, and the number with Organizational Leader Certification increases from 11 percent to at least 15 percent. • The number of multicultural staff engaged in multicultural leadership development programs increases from 14 percent to at least 20 percent.

*Measurements will be achieved by Dec. 31, 2017, unless otherwise noted.

STRATEGY #2: Develop common systems to measure and enhance the Y's impact in communities

OBJECTIVES	MEASUREMENTS*
Develop common measurement frameworks and key performance indicators to track progress toward national outcome measurements aligned with each of the Y's areas of focus.	• Defined key performance indicators are identified for all desired outcomes outlined in the frames for action by end of 2014.
Launch a scalable and robust data-collection and impact-reporting system (dashboard) for the Y Movement.	• A five-year plan for launching a common, scalable, and robust dashboard system is developed by end of 2015. • At least 80 percent of Y associations report requested and required data regularly and accurately. • At least 80 percent of associations access the new national dashboard annually.
Partner with Ys to leverage national best practices and economies of scale to build IT infrastructure standards that ensure reliability, availability, and security of Movement metrics and data.	• National IT infrastructure standards, including best practices, IT framework and ecosystem, strategic partnerships, data governance, and data security, are established by end of 2015. • At least 40 percent of associations adopt or agree to adopt the new national IT infrastructure standards.

STRATEGY #3: Prepare staff to drive positive outcomes in youth development, healthy living, and social responsibility

OBJECTIVES	MEASUREMENTS*
Increase staff's ability to understand and consistently demonstrate the core competencies of youth development, healthy living, and social responsibility by creating staff skill models at all leader levels that build upon the CAUSE-DRIVEN LEADERSHIP® Competency Model.	• At least 440 Y associations report successful implementation of the youth development and healthy living skill models. • At least 220 associations report successful implementation of the social responsibility skill model. • Competency strength of staff in associations that adopt at least two elements of the skill models increases by at least 5 percent within two years of adoption. • Competency knowledge of staff participating in training courses related to the skill models increases by at least 25 percent. • At least 1,000 Multi-team or Organizational Leaders representing at least 50 percent of associations participate in Y-USA trainings that prepare them for leading community-focused, high-impact health initiatives.

*Measurements will be achieved by Dec. 31, 2017, unless otherwise noted.

STRATEGIC IMPERATIVE: GENERATE THE AWARENESS AND FINANCIAL RESOURCES NEEDED TO SUSTAIN THE Y CAUSE

STRATEGY #1: Execute national positioning and thought leadership strategies to increase engagement with the Y cause

OBJECTIVES	MEASUREMENTS*
Reshape consumer perceptions of the Y by executing integrated digital/social, public relations, marketing, and communications strategies as part of the Nationwide Campaign.	• The percentage of individuals who strongly agree that the Y is a charitable, nonprofit organization increases by at least 15 percent. • The percentage of people who say they made a gift to the Y increases by at least 15 percent. • A match of at least $20 million is secured to support implementation of a paid media campaign.
Engage the Movement in promoting the Y brand to reshape perceptions of the Y and raise support for the Y's cause.	• At least 90 percent of Y associations participating in Regional Fundraising Collaborations activate campaign strategies and adopt tools and resources.
Establish the Y as a highly influential, sought-after authority and partner in the nonprofit sector and in the Y's three areas of focus.	• At least 1 billion impressions result from activating digital/social and public relations strategies that reach key influencers. • Y leaders' participation in influencer events (Capitol Hill briefings, state and/or national panels, conferences, etc.) that build recognition of the Y as a thought leader increases from an average of 20 events per year to an average of at least 40 per year.

STRATEGY #2: Execute national financial development strategies to generate resources in support of the Y cause

OBJECTIVES	MEASUREMENTS*
Increase funds contributed nationally that support core programs and Signature Programs in the Y's three areas of focus.	• Y-USA raises at least $141 million in contributed revenue.
Help Ys raise contributed funds that advance programs and increase access in the Y's areas of focus.	• At least 70 percent of Y associations continue to participate in a Regional Fundraising Collaboration annually. • Associations participating in Regional Fundraising Collaborations experience compound annual growth in their annual campaigns that exceeds the national nonprofit average by at least 2 percent.

*Measurements will be achieved by Dec. 31, 2017, unless otherwise noted.

STRATEGY #3: Secure public resources and drive policy changes to improve outcomes in the Y's three areas of focus

OBJECTIVES	MEASUREMENTS*
Increase advocacy at the local, state, and federal level in the Y's areas of focus.	• Instances of face-to-face advocacy between Y staff and federal officials increase from 400 to at least 440. • The number of state alliances testifying to their community benefit before their state legislature increases from 20 to at least 25. • The number of advocates responding to advocacy action alerts increases from 400 to at least 440.
Build the capacity of state alliances to align with a national agenda.	• A coordinated engagement strategy for Y-USA's support of state alliances is in place by end of 2015. • The number of state alliances with sufficient resources to employ dedicated alliance staff increases from 9 to at least 20.
Identify and leverage existing, new, and untapped resources from government and nongovernment partners.	• An aggregate measure and inventory of Ys' use of federal resources—regrants from Y-USA, direct federal agency grants, and state pass-through of federal funds—is in place by end of 2015. • Federal funding that is accessible, available, and utilized by Ys increases by at least 10 percent over a baseline established by end of 2015.

*Measurements will be achieved by Dec. 31, 2017, unless otherwise noted.

Y-USA'S CARRY-OVER PLAN

The following key initiatives, which were launched as part of the Mission Impact and Advancing Our Cause strategic plans, are ongoing. They warrant Y-USA's continued attention and resources.

OBJECTIVES	MEASUREMENTS*
Continued implementation of a community benefit strategy that allows the Y to demonstrate impact nationally and locally.	• At least 80 percent of Y associations use an integrated approach to evaluate, measure, and report their individual and collective impact. • Y-USA's operating plans for 2014 to 2017 align with the definition of community benefit and support an integrated approach to demonstrating individual and collective impact.
Continued increase in number of associations adopting the Y brand.	• By end of 2015, 100 percent of associations are brand certified. • At least 50 percent of associations recertify to remain compliant with the brand membership standard.
Continued increase in adoption of leading practices by Y board leaders.	• At least 50 percent of YNAN associations, 50 percent of mid-major associations, and 30 percent of small and mid-sized associations report successful implementation of governance best practices and related CAUSE-DRIVEN LEADERSHIP resources for board leaders.
Continued increase in associations adopting the Y's CAUSE-DRIVEN LEADERSHIP Competency Model.	• At least 75 percent of YNAN associations and 50 percent of all other associations report positive progress towards full implementation of the CAUSE-DRIVEN LEADERSHIP Competency Model.
Continued increase in individuals achieving a Leadership Certification.	• At least 40 percent of all full-time Y staff attain a Leadership Certification.
Continued service delivery support for strategic thinking, collaboration, shared services, and consolidation.	• Y-USA maintains a high level of service delivery satisfaction among associations by ensuring its products and services deliver organizational impact.

*Measurements will be achieved by Dec. 31, 2017, unless otherwise noted.

APPENDICES

APPENDIX I: COMMITTEES AND TASK FORCE

YOUTH DEVELOPMENT ADVISORY COMMITTEE

Ahmad Qawi
Augie Mendoza
Chip Rich
Craig Heinrichs
Dan Wilcox
Denise Lam
Dick Bennett
Elena Rocha
Glen Gunderson
Joe Lopez
Jorge Perez
Kathy Riggins
Krystal Canady
Larry Tobey
Luke Austenfeld
Michael DeVaul
Paul McEntire
Rebekah McElhannon
Sal Cisneros
Tom Looby*
Tom Madeyski
Tony Shuman
Wes Bender

*Committee Chair

HEALTHY LIVING ADVISORY COMMITTEE

Andrew Roberts
Anthony Shockency
Brad Martell
Carmelita Gallo
Carrie Wall
Derrick Stewart
Eric Mann*
Gareth Sansom
George Romell
James Berson
Jonathan Lever
Kelly Kay
Lisa Coombs-Gerou
Natalie Norton
Paul Manning
Paul Vest
Shawyn Patterson-Howard
Steve Tarver
Susan Plank

SOCIAL RESPONSIBILITY ADVISORY COMMITTEE

Barb Bettin
Bill Butler
Billy George
David Byrd
Diane Mann
Doug Kohl
Greg Coop
Helen Breña
Jim Everett
John Alexander
Kathy Hunter
Lynne Vaughan
Maura Shea
Rick Gorab
Sandy Morander*
Scott Washburn
Sheryl Woods
Vernon Delpesce
William Breider

CEO ADVISORY COMMITTEE

Andy Calhoun
Angie Reese-Hawkins
Baron Herdelin-Doherty
Bill Soper
Chris Francis
Clark Baker
David Brown
Diane Hart-Dawson
Gordon Echtenkamp
Jerry Rinne
Juan Estrada
Kate Coleman
Kevin Washington*
Lisa Molnar
Peter Doliber
Rhonda Anderson
Robert Gill
Steve Harty
Yolanda Carrillo

NATIONAL BOARD STRATEGIC PLANNING TASK FORCE

Pamela Davies, Ph.D.
Task Force Chair
President, Queens University

Bennett Glassman
Manager of Omnichannel Strategy, Macy's

Christine Marcks
President, Prudential Retirement Services

Janet Collins, Ph.D.
Associate Director, Centers for Disease Control and Prevention

John Conley
Partner and Co-Founder, Gilliam Capital

Michael Bright
President and CEO, YMCA of Newark and Vicinity

Honorable Richard Jones, Esq.
Judge, United States District Court, Western District of Washington

APPENDIX II: YMCA PARTICIPATION

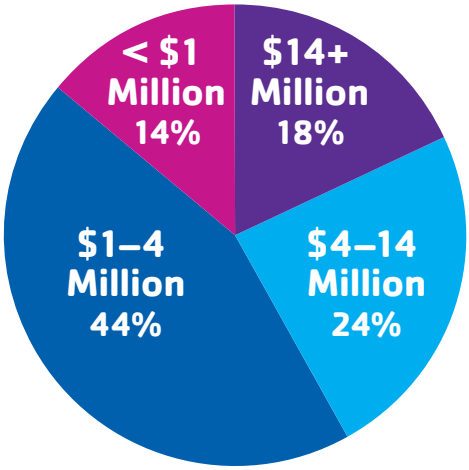
1,701 Y INDIVIDUALS PARTICIPATED IN THE PROCESS

Participation Breakdown by Planning Phase:

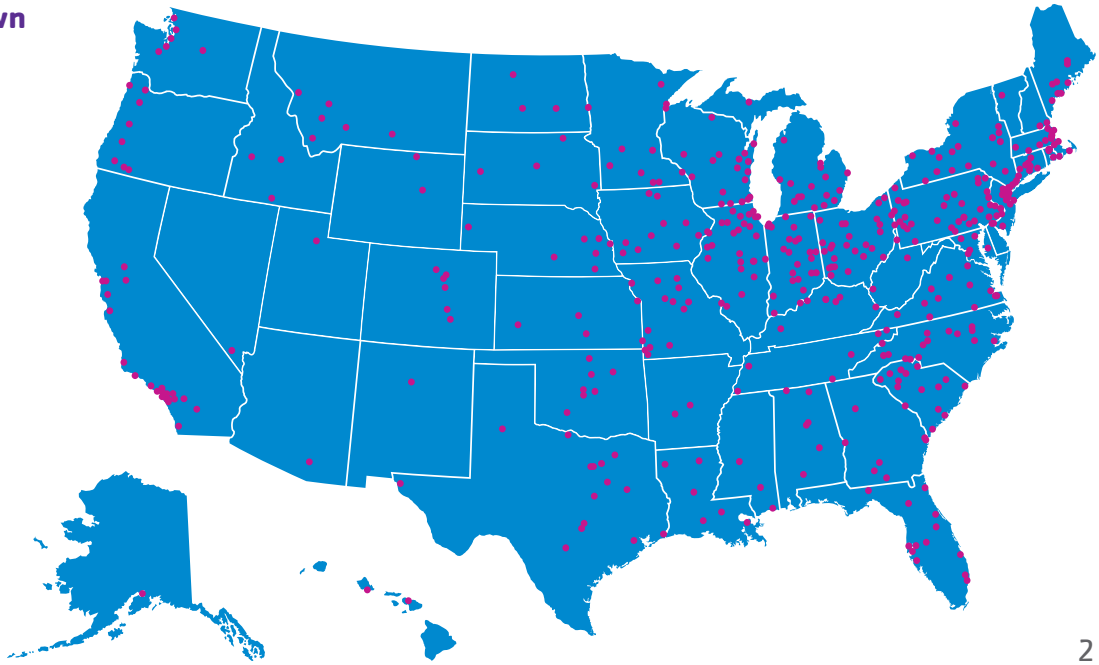
PLANNING PHASE	Concept Testing	Critical Social Issue Identification	Draft Frame for Action Development	Draft Frame for Action Testing	Final Frame Testing and Strategy Input
Y INDIVIDUALS	65	350	80	305	901

459 Ys PARTICIPATED IN THE PROCESS

Participation Breakdown by Budget Size:



Participation Breakdown by Location:



APPENDIX III: PROCESS TIMELINE

October 2012
Commission task force and approve overarching plan concept
Y-USA National Board

November 2012
Begin preliminary research and environmental scan to identify critical social issues
Third-Party Researchers and Y-USA Staff

January 2013
Recruit and kick off four advisory committees to draft and test frames for action for the Movement
Y-USA Staff

February and March 2013
Define draft frames for action including critical social issues, shared intent, and desired outcomes by area of focus
Advisory Committees

May and June 2013
Review final draft frames for action and approve for General Assembly testing
Y-USA Board Task Force

July 2013
Test frames for action and gather Movement input on desired priorities for Y-USA in support of frames
Y-USA Staff

November 2013
Provide feedback on draft strategies and objectives
Advisory Committees and Y-USA Board Task Force

November 2013
Revise strategies and objectives based on feedback received
Y-USA Staff

February 2014
FINAL DRAFT RECOMMENDED AND APPROVED
Y-USA National Board

November 2012
Conduct review and analysis of local Y strategic plans to validate and narrow critical social issues
Y-USA Staff

December 2012
Test strategic plan direction and concept with Movement leaders
Y-USA Staff

April 2013
Test draft frames for action to secure feedback from a large number of Ys and individual leaders
Advisory Committees

May 2013
Develop final draft frames for action based on testing results
Y-USA Staff

August 2013
Review results of Movement input and provide planning guidance for Y-USA staff leaders
Advisory Committees and Y-USA Board Task Force

September and October 2013
Develop draft strategies and objectives to achieve strategic imperatives
Y-USA Staff

December 2013
Develop draft strategic plan document including strategies, objectives, and measures
Y-USA Staff

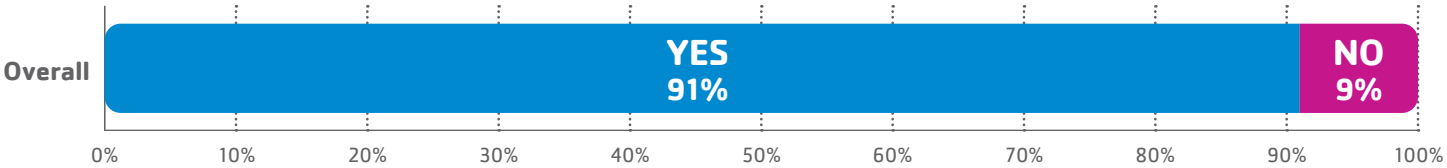
January 2014
Review and revise draft strategic plan
Y-USA Board Task Force

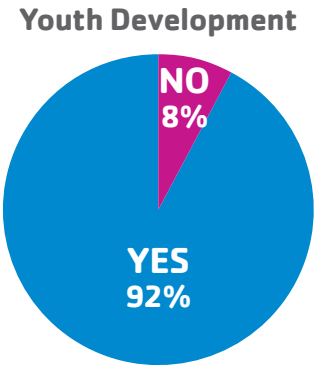
Light purple indicates opportunities for stakeholder input.

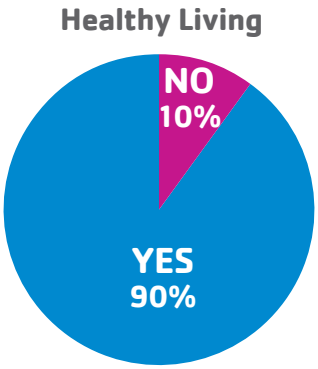
APPENDIX IV: SELECT RESEARCH RESULTS

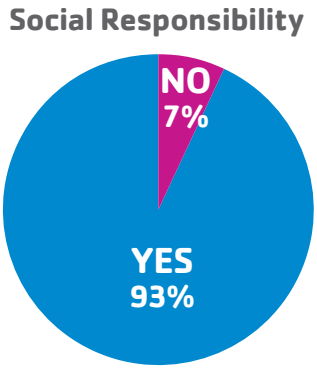
HIGH-LEVEL TESTING OF FRAMES FOR ACTION

Do you agree with direction that these frames set for our areas of focus?



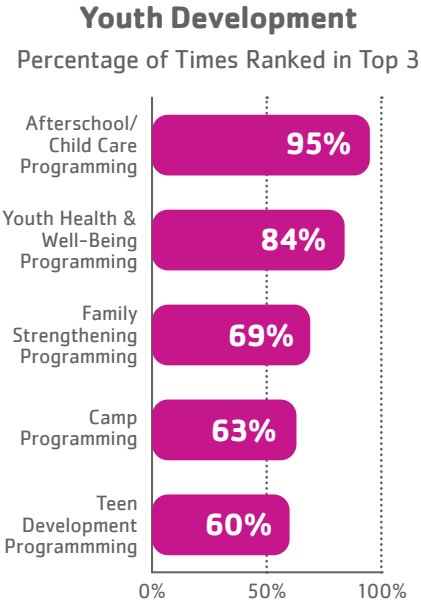


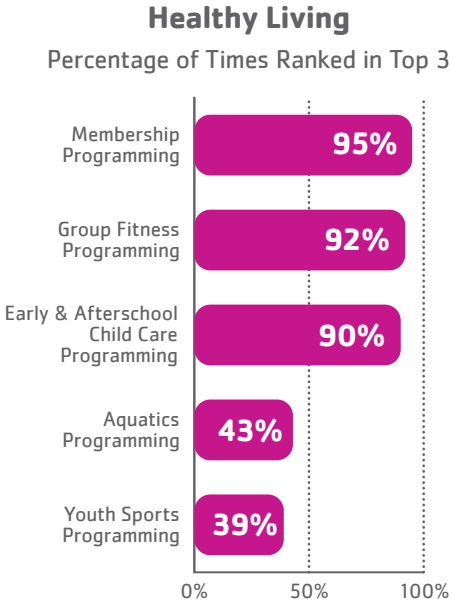


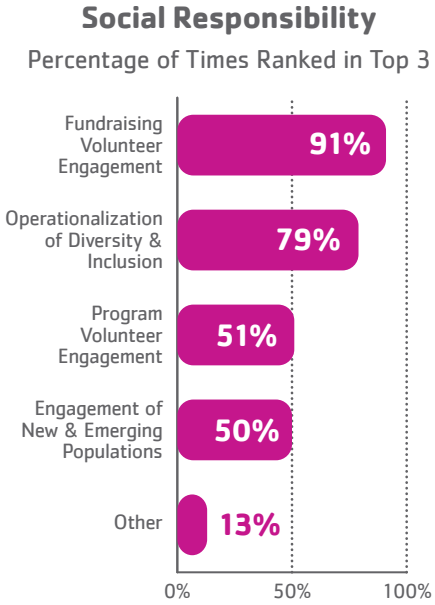


CORE PROGRAMS TO CONSIDER FOR ENHANCEMENT

Local Y feedback



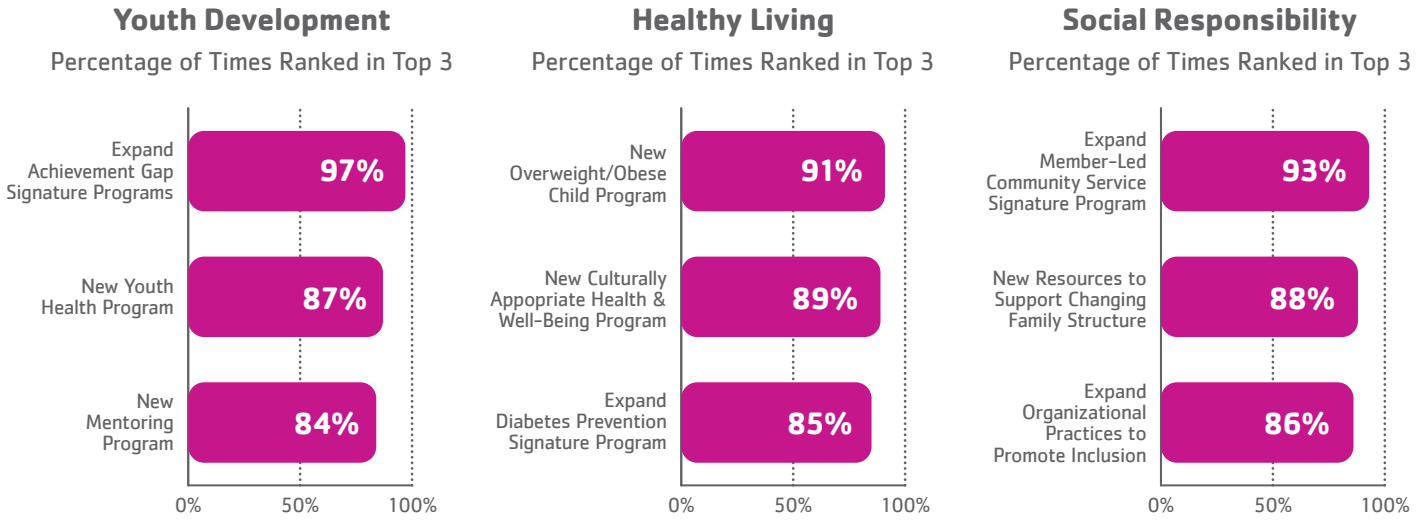




SURVEY DIRECTION: "Ys identified the following **CORE** programs that we should consider enhancing to produce desired outcomes. Pick the **top three** that you feel are most important and should receive more Y-USA resources."

NEW PROGRAMS TO CONSIDER FOR DEVELOPMENT OR EXPANSION

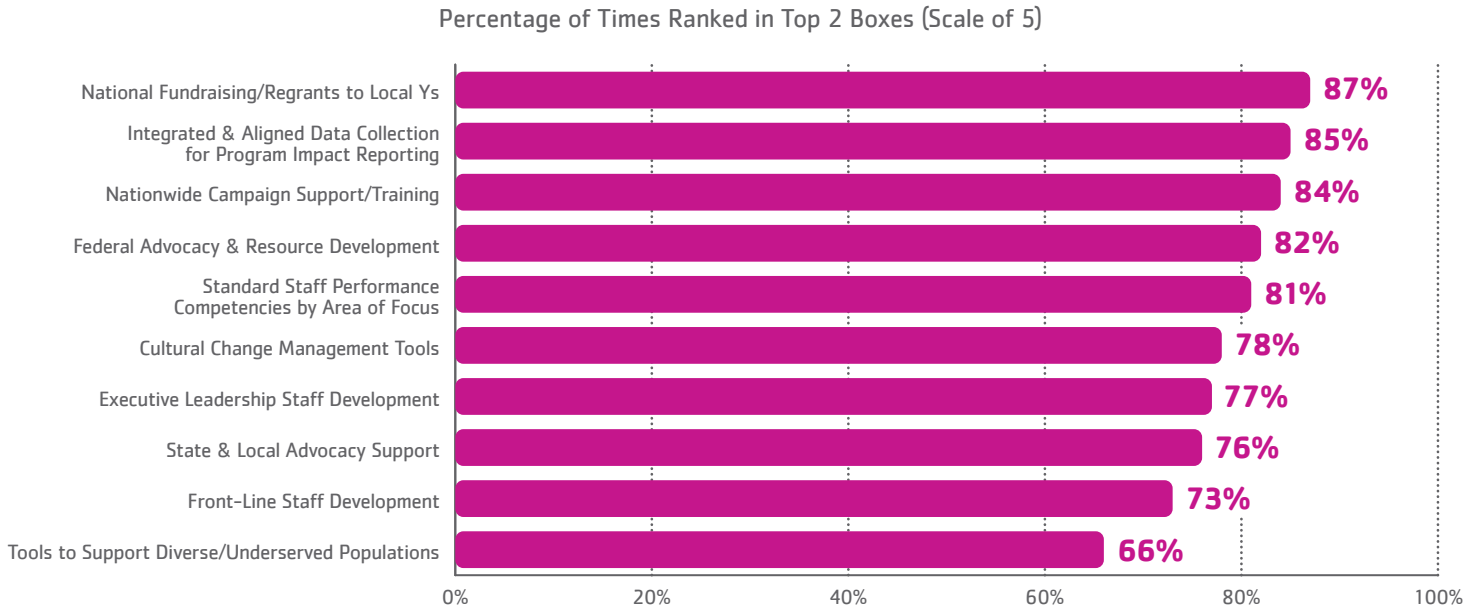
Local Y feedback



SURVEY DIRECTION: "Ys identified the following **NEW** programmatic/project opportunities to support the desired outcomes. Please rank in order of importance (top programs receive the most resources)."

CAPACITY-BUILDING PRIORITIES

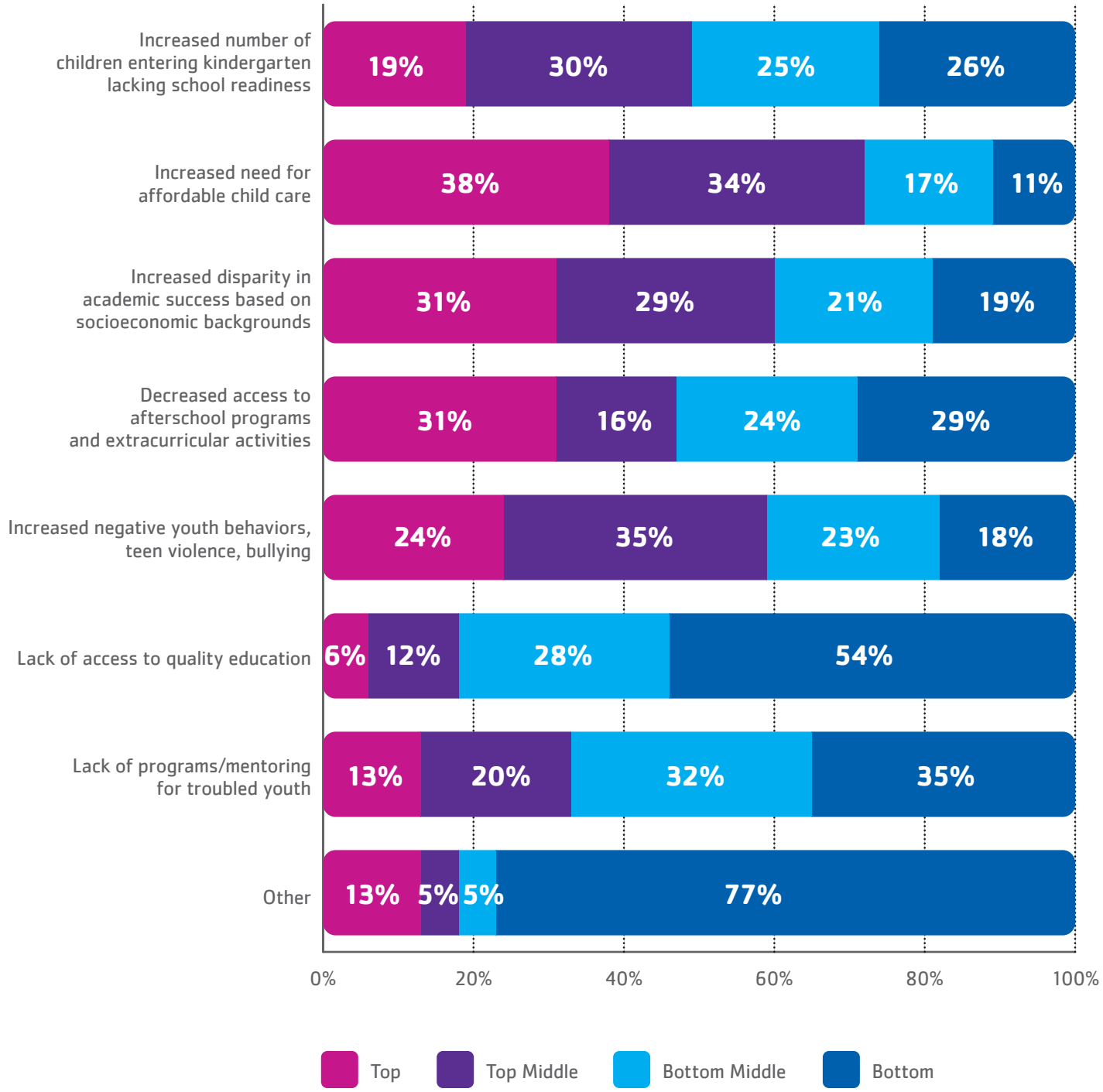
Local Y feedback



SURVEY QUESTION: "What capacity-building and resource-development strategies would be helpful to your Y to achieve desired outcomes for each area of focus?"

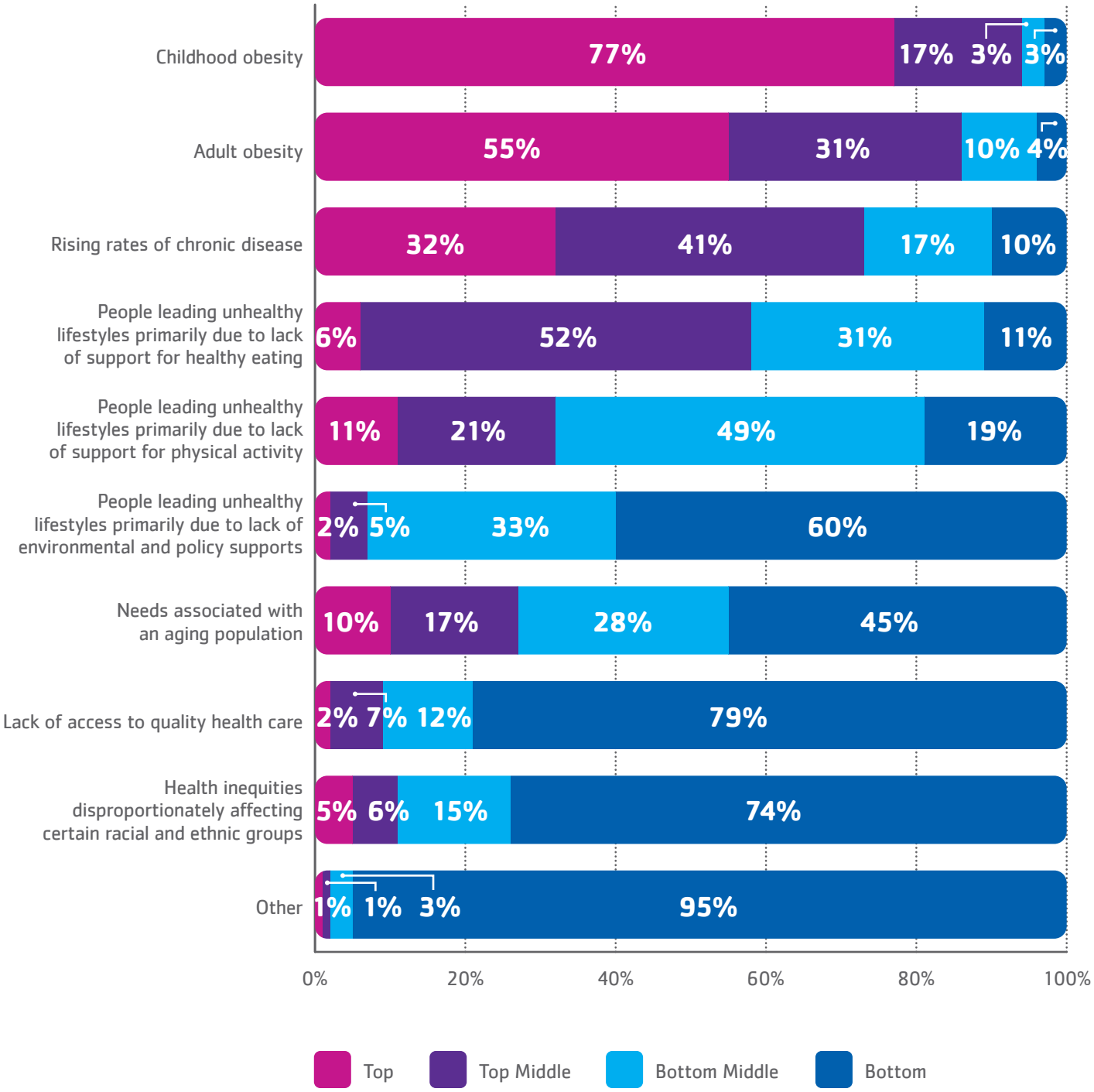
YOUTH DEVELOPMENT NATIONAL INPUT

Ranking of critical social issues in my community



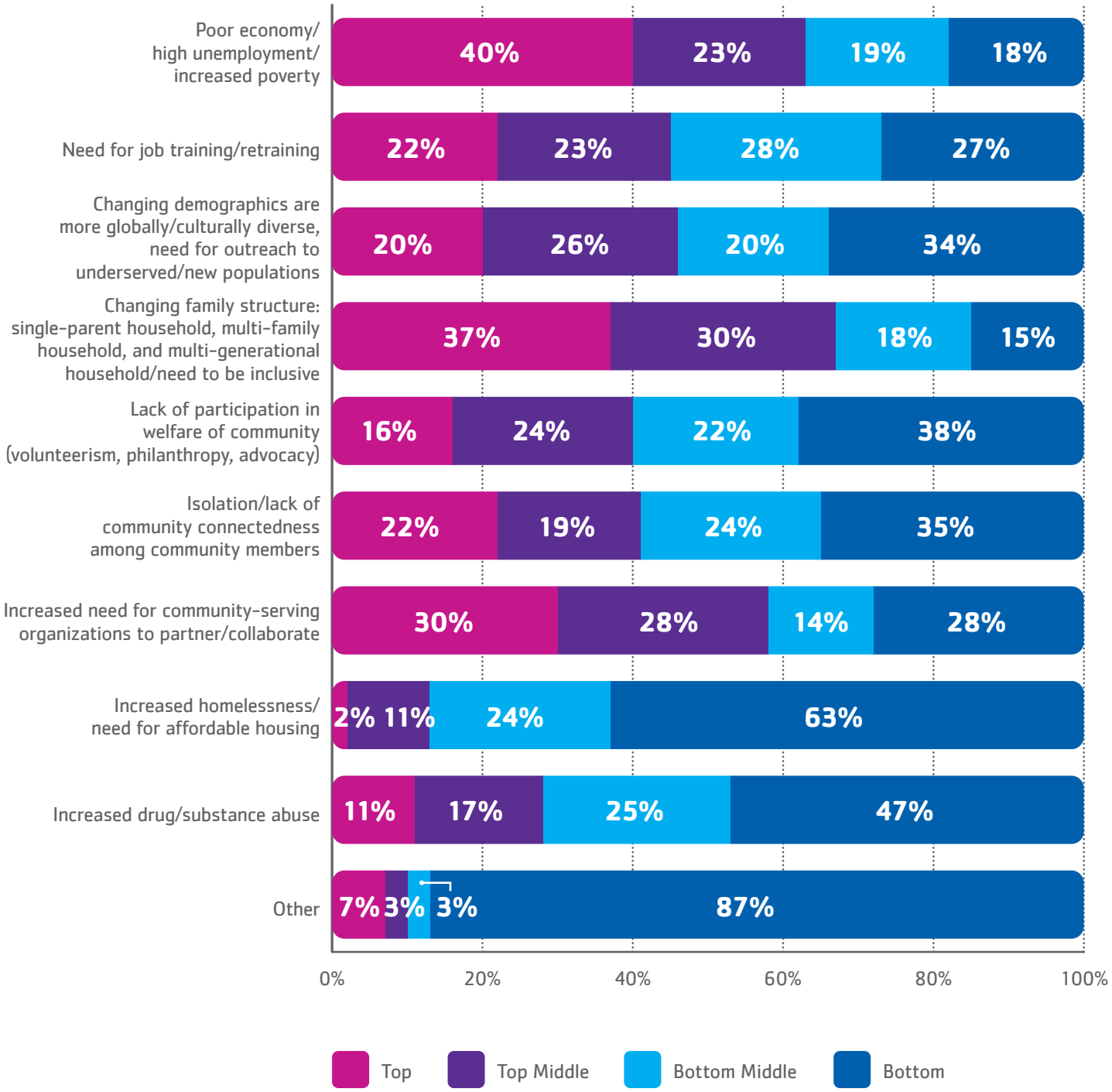
HEALTHY LIVING NATIONAL INPUT

Ranking of critical social issues in my community



SOCIAL RESPONSIBILITY NATIONAL INPUT

Ranking of critical social issues in my community



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