



UPPER MIDWEST ALLIANCE OF YMCAs

Strategic Plan

2023-2025



uppermidwestymcas.org

about us

OUR MISSION

We are a regional collective of 50 YMCA associations dedicated to maximizing our impact in youth development, healthy living and social responsibility; and communicating that impact with one voice, statewide and regionwide.

OUR VISION

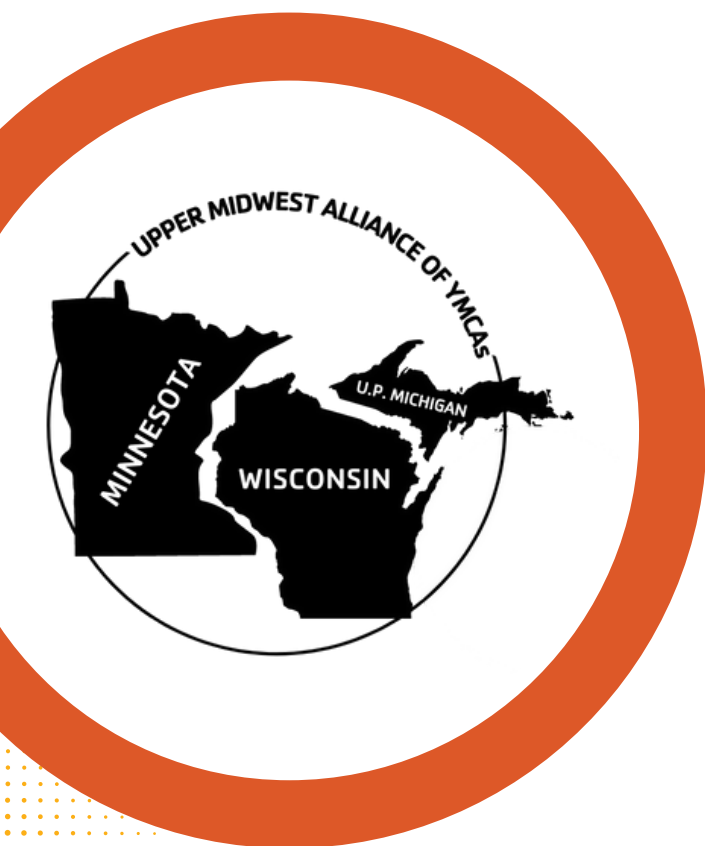
The Upper Midwest Alliance advocates for and supports all YMCAs within the Alliance so that each of them can meet their individual community's needs.

OUR IMPACT

- Coordination of Ys working together
- Conduit between local Ys and Y-USA
- Resources
- Networking and connections
- United Front/One Voice

OUR COMMITMENT TO INCLUSION

The Y is made up of people of all ages and from every walk of life working side by side to strengthen communities. Together we work to ensure that everyone, regardless of ability, age, cultural background, ethnicity, faith, gender, gender identity, ideology, income, national origin, race, or sexual orientation can reach their full potential with dignity. Our core values are caring, honesty, respect, and responsibility — they guide everything we do.



our leadership

STAFF



Jon Agew
CEO



Chris Stenberg
Director of
Alliance Services,
MN



Julia Wohlt
VP of Alliance
Operations



David Dominick
Public Policy
Director, MN

BOARD OF DIRECTORS

Amy Anderson | YMCA of the North
Sara Cole | Duluth Area Family YMCA
Krista Danner | Northfield Area YMCA
Anita Lancello Bydlon | YMCA of the North
Dennis Ford | Volunteer
John Hummitzsch | Glacial Community YMCA
Ric Leitheiser | Volunteers
Danielle Marx | Stateline Family YMCA
Jennie Melde | La Crosse Area Family YMCA
Jessica Mieling | Glacial Community YMCA
Jeff Piette | Volunteer
Caron Salo | Northern Lights YMCA
Bret Salscheider | YMCA of the Fox Cities
Scott Schanhofer | YMCA of the Fox Cities
Janneke Sobeck | Winona Family YMCA
Joe Swanson | Volunteer

STRATEGIC PLAN TASK FORCE

Jon Agnew | Upper Midwest Alliance
Sara Cole | Duluth Area Family YMCA
Anita Lancello Bydlon | YMCA of the North
Jennie Melde | La Crosse Area Family YMCA
Bret Salscheider | YMCA of the Fox Cities
Scott Schanhofer | YMCA of the Fox Cities
Chris Stenberg | Upper Midwest Alliance
Joe Swanson | Volunteer
Julia Wohlt | Upper Midwest Alliance

the planning process

<input checked="" type="checkbox"/>	Readiness Meeting, 9/13/2022	CEOs, Alliance Staff, Strategic Plan Task Force
<input checked="" type="checkbox"/>	Task Force Meeting #2, 10/17/2022	Alliance Staff, Strategic Plan Task Force
<input checked="" type="checkbox"/>	Task Force Meeting #3, 11/21/2022	Alliance Staff, Strategic Plan Task Force
<input checked="" type="checkbox"/>	Y Leader Call Feedback, Q1 2023	January and February
<input checked="" type="checkbox"/>	Local Y Strategic Plan Theme Development, Q1 2023	Alliance Staff
<input checked="" type="checkbox"/>	All-Alliance Feedback Survey, 2/6/2023	CEOs, CVOs, Regional Committees, Peer Community network
<input checked="" type="checkbox"/>	Staff Retreat, 3/23/2023	Alliance Staff
<input checked="" type="checkbox"/>	Task Force Meeting #4 Retreat, 3/23/2023	Alliance Staff, Strategic Plan Task Force
<input checked="" type="checkbox"/>	Alliance Board Update, 4/14/2023	Alliance Board of Directors
<input checked="" type="checkbox"/>	Testing the Plan, May 2023	CEOs, CVOs, Regional Committees, Peer Community network, Alliance Staff
<input checked="" type="checkbox"/>	Task Force Approval, May 2023	Alliance Staff, Strategic Plan Task Force
<input type="checkbox"/>	Alliance Board Approval, May 2023	Alliance Board of Directors

our strategic advantages

- Strong Peer Community Network
- Diverse and Financially Sound YMCAs
- Viewed as a Trusted Partner
- Events and Networking Opportunities
- Support to YMCAs from the Alliance

our strategy screen

- Is it consistent with our mission and vision?
- Is it financially sustainable over time?
- Does it meet a demonstrated need for Ys?
- Do we have the resources?
- What are the best- and worst-case scenarios?

our big questions

Opportunities and threats that the Upper Midwest Alliance must address that are outside the current scope of strategies.

- What is the future of third party payor and direct insurance reimbursement?
- How can the Alliance improve operational efficiencies of it's member Ys?
- How can the Alliance improve legislative influence in each of the three states?
- How can the Alliance best support Ys in innovation and meeting the evolving needs of their local communities?
- How can the Alliance support local Ys around the current challenges with staffing?

our strategic priorities

SUSTAINABLE FUTURE

advocacy

operational
support

human
capital

innovation

PRIORITY 1:

advocacy

Provide successful advocacy efforts for each state.

Increased Government Funding

Develop annual advocacy priorities in alignment with local Ys to support increased government funding and decrease regulatory barriers for local Ys.

Advocacy Events

Host state advocacy days to allow priorities to be shared with elected officials and local Ys staff and volunteers to tell their "Y Story". Send strong delegations to National Advocacy Days including Alliance staff, local Y CEOs, volunteers, and youth advocates.

Lobbyist Connections

Organize lobbying efforts around priorities for Wisconsin and Minnesota and partner with Michigan for U.P. Michigan Ys.

Public Policy Resources

In partnership with Y-USA and lobbyist teams, provide local Y staff and volunteers education, training, and resources around advocacy and public policy.

Elected Official Support

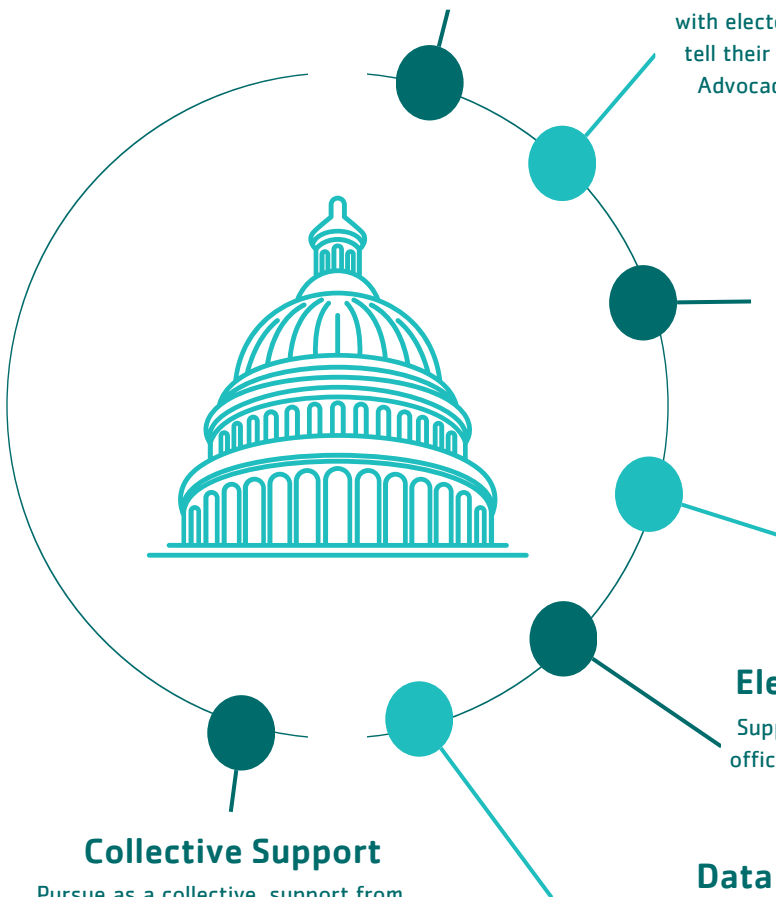
Support local Ys in hosting elected officials to their Ys and or an event.

Data

Collect and provide summary of data to local Ys to share with local officials.

Collective Support

Pursue as a collective, support from for-profit businesses and purchasing agreements.



PRIORITY 2: **operational support**

Maximize the operational position of member Ys

Direct Service Support

In partnership with Y-USA, continue to provide direct support around: Strategic Planning, Board Governance, Collaboration/Partnerships, and CEO Search and Onboarding.

YMCA Network Connection

Provide project specific support using the YMCA Network: Mountain Midwest Hub, Service Delivery Ys, Y-USA, Alliance, and other Local YMCAs.

Staff Connections

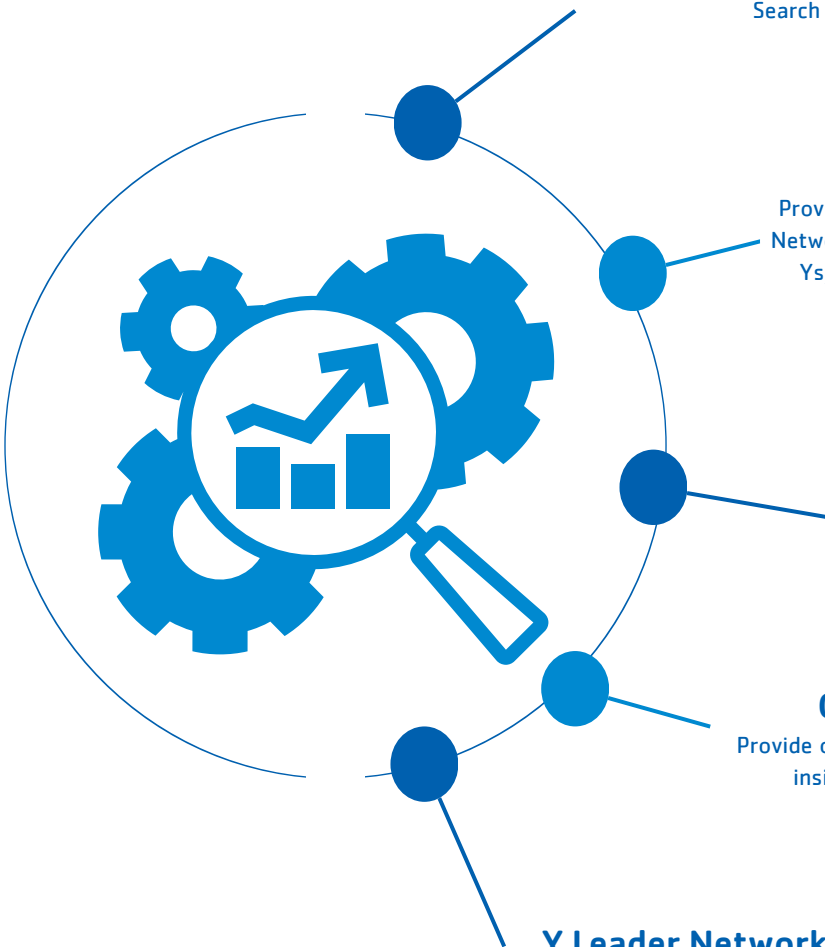
Continue to support Peer Communities and annual events to provide networking and resource sharing opportunities for local Y staff and volunteers.

Operational Assessments

Provide operational assessments for local Ys to share insights and resources and improve overall performance of Ys.

Y Leader Networking

Support CEO and Y Leader networking through regular calls, gatherings, neighborhoods, information sharing, to promote sharing of best practices and innovative ideas.



PRIORITY 3:

human capital

Maximize member Ys abilities to recruit, employ, and retain the most highly trained and capable staff.

Training Opportunities

Increase training opportunities for local Ys in partnership with Y-USA, Mountain Midwest Hub, and Service Delivery Partner Ys.

Shared Experiences

Support recruitment and retention efforts through information sharing/shared services model to promote greater awareness of employment opportunities and trends. Improve access to employment best practices.

Increase Trainers

Increase the overall number of trainer level staff throughout the Alliance through continued leadership development opportunities and communication tools.

Vendor Opportunities

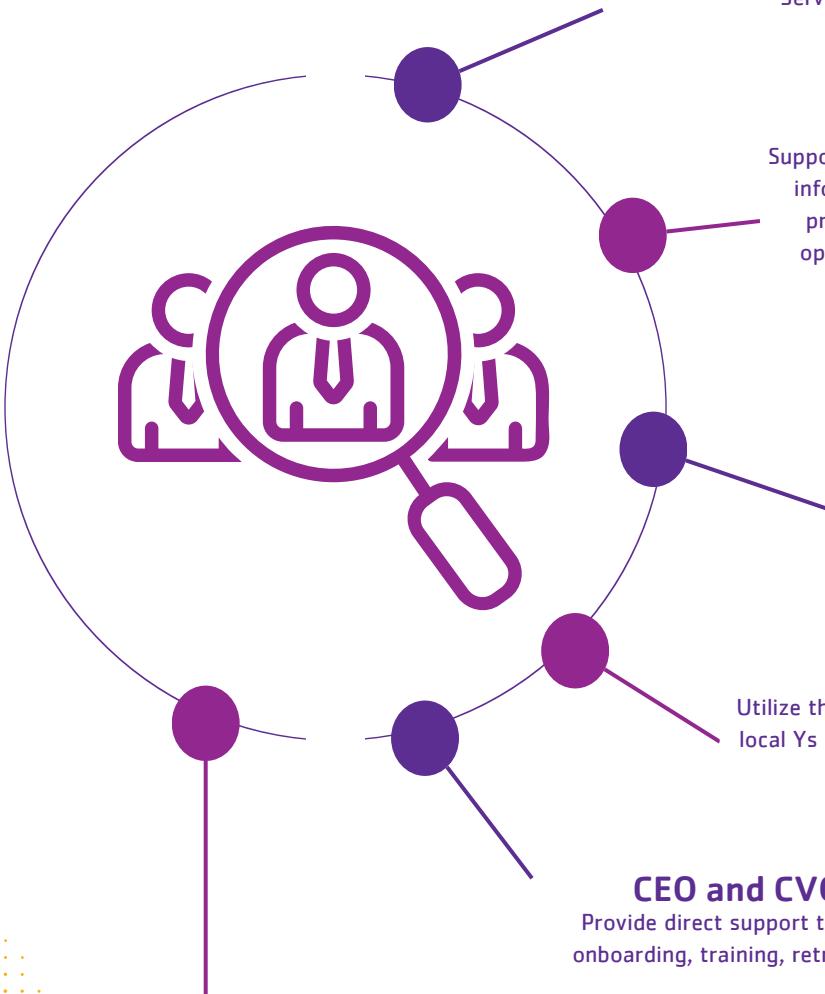
Utilize the Alliance to broker vendor opportunities for local Ys that provide efficiencies in cost or additional revenue opportunities.

CEO and CVO Onboarding

Provide direct support to local Ys for CEO and CVO onboarding, training, retreats, and resource sharing.

Board Development

Support board development, connectivity, and engagement through retreats, quarterly virtual calls, conferences, and direct support from the Alliance.



PRIORITY 4: innovation

Support Ys in continued evolution of membership and programming models to meet community need.

Third Party Payor

Continue to develop opportunities for third party payor partnerships centered on membership and programs/services provided by local Ys.

Innovation Task Force

Develop an Innovation Task Force focused on identifying and implementing new strategies for local Ys to deliver impactful services to their communities.

Sharing Platform

Develop an internal sharing platform to allow local Ys to share innovative ideas and best practices for programs and services that could be duplicated at other Ys.

Shared Services

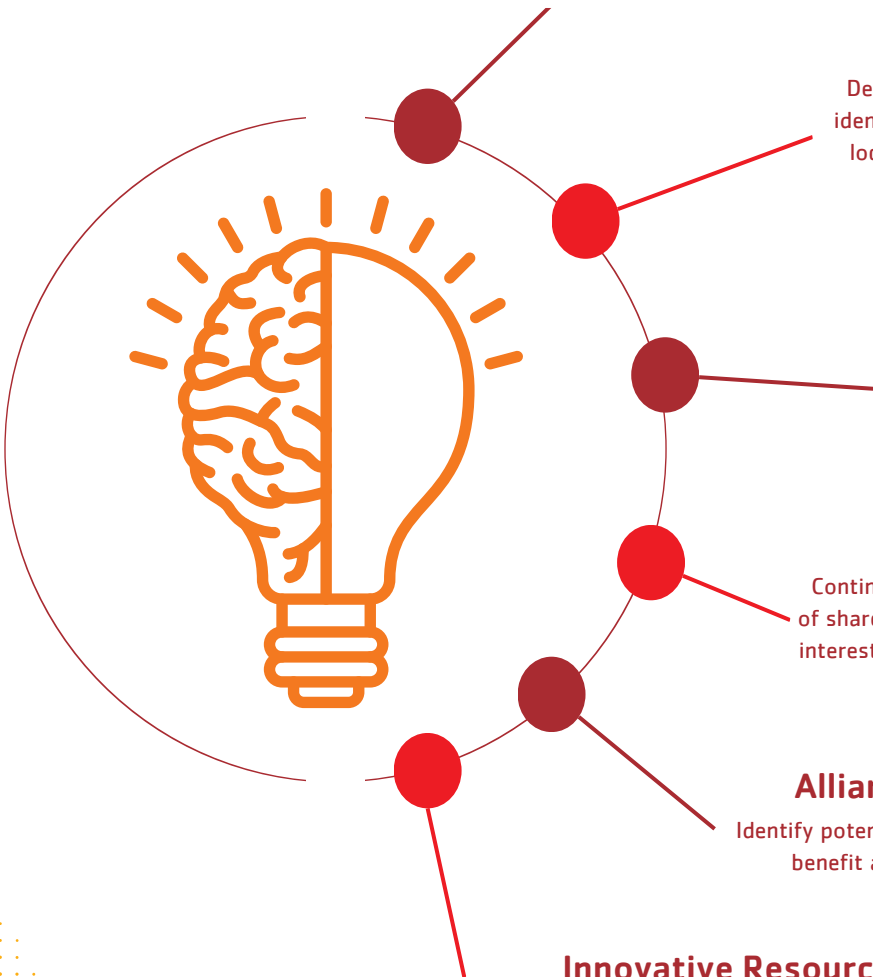
Continue to promote and educate local Ys on the value of shared services model and collaborative efforts. Assist interested YMCAs in seeking out shared service partners.

Alliance-Wide Partnerships

Identify potential Alliance-wide partnerships which will benefit all 50 Y associations in the Alliance.

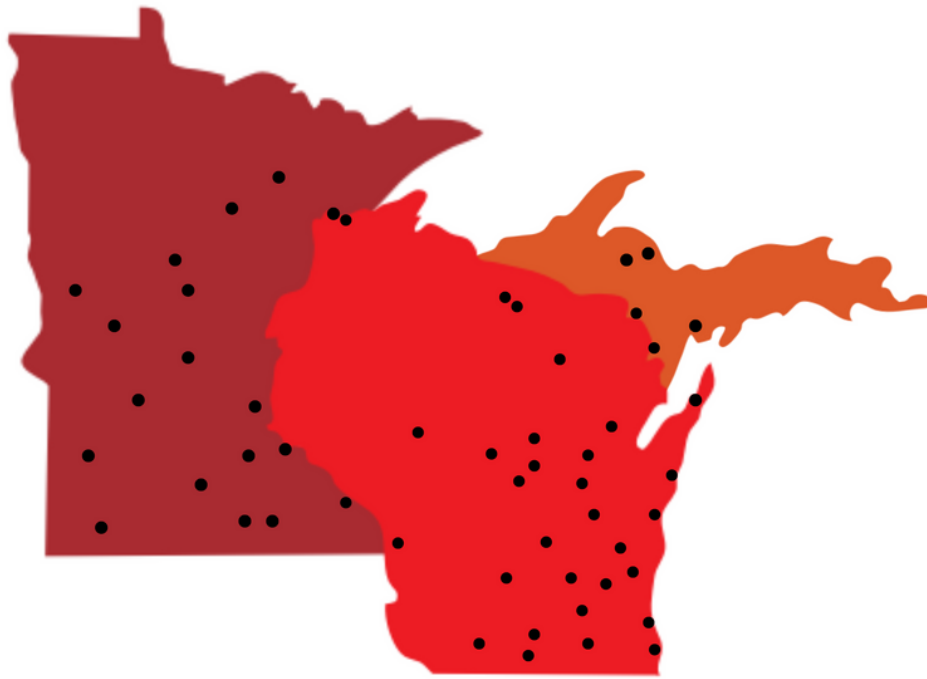
Innovative Resources

Provide regular updates and speakers focused on new and innovative ideas and opportunities for local Ys.



Upper Midwest Alliance of YMCAs

uppermidwestymcas.org



Albert Lea Family YMCA 2021 W Main St Albert Lea MN
Alexandria Area YMCA 110 Karl Drive NW Alexandria MN
Brainerd Family YMCA Inc. 602 Oak St Brainerd MN
Camp Jorn YMCA 28 Red Feather Road Manitowish Waters WI
Camp Manito-wish YMCA P.O. Box 246 Boulder Junction WI
Door County YMCA 1900 Michigan Street Sturgeon Bay WI
Duluth Area Family YMCA 302 W 1st St Duluth MN
Fergus Falls Area Family YMCA 1164 N Friberg Ave Fergus Falls MN
Fond du Lac Family YMCA 90 W. Second Street Fond du lac WI
Geneva Lakes Family YMCA 203 Wells Street Lake Geneva WI
Glacial Community YMCA 1750 E. Valley Road Oconomowoc WI
Greater Green Bay YMCA 235 N. Jefferson Street Green Bay WI
Greater Marinette-Menominee YMCA 1600 West Drive Menominee MI
Green County YMCA 1307 2nd Street Monroe WI
Itasca County Family YMCA 400 River Rd Grand Rapids MN
Kandiyohi County Area Family YMCA 1000 Lakeland Dr SE Willmar MN
Kenosha YMCA 7101 53rd St Kenosha WI
Kettle Moraine YMCA 321 N. Main Street, Suite 100 West Bend WI
La Crosse Family YMCA 400 Mason Street Onalaska WI
Manitowoc-Two Rivers YMCA P.O. Box 471 Manitowoc WI
Mankato Family YMCA 1401 S Riverfront Dr Mankato MN
Marshall Area YMCA 200 South A St Marshall MN
Marshfield Area YMCA 410 W. McMillan Street Marshfield WI
Northern Lights YMCA P.O. Box 602 Escanaba MI
Northfield Area Family YMCA 1501 Honey Locust Drive Northfield MN

Oshkosh Community YMCA 324 Washington Avenue Oshkosh WI
Phantom Lake YMCA Camp S110 W30240 YMCA Camp Road Mukwonago WI
Racine Family YMCA 420 7th St Racine WI
Sheboygan County YMCA 812 Broughton Drive Sheboygan WI
South Wood County YMCA 601 West Grand Avenue Wisconsin Rapids WI
St. Cloud Area Family YMCA 2001 Stockinger Dr Saint Cloud MN
Stateline YMCA 1865 Riverside Drive Beloit WI
Stevens Point Area YMCA 1000 Division Street Stevens Point WI
Superior-Douglas County YMCA 9 N. 21st Street Superior WI
Winona Family YMCA Inc. 902 Parks Avenue Winona MN
Woodson YMCA 707 Third Street Wausau WI
Worthington Area YMCA 1501 Collegeway Worthington MN
YMCA Camp Olson 4160 Little Boy Rd NE, PO Box 118 Longville MN
YMCA of Austin Minnesota 704 1st Dr NW Austin MN
YMCA of Dane County 711 Cottage Grove Road Madison WI
YMCA of Dodge County 220 Corporate Drive Beaver Dam WI
YMCA of Greater Waukesha County 3610 Michelle Witmer Memorial Dr, New Berlin WI
YMCA of Marquette County 1420 Pine Street Marquette MI
YMCA of Metropolitan Milwaukee P.O. Box 2174 Milwaukee WI
YMCA of Northern Rock County 221 Dodge Street Janesville WI
YMCA of Red Wing Minnesota 434 Main St Red Wing MN
YMCA of the Chippewa Valley 700 Graham Avenue Eau Claire WI
YMCA of the Fox Cities 218 E. Lawrence Street Appleton WI
YMCA of the North 651 Nicollet Mall, Suite 500 Minneapolis MN
YMCA of the Northwoods 2003 Winnebago Street Rhinelander WI

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