

# Strategy Summary

## A Roadmap for Our Future

2021 through 2023

# Introduction

These slides describe strategies and aspirations for the Marion County Commission on Youth. They summarize our plans for 2021 through 2023.

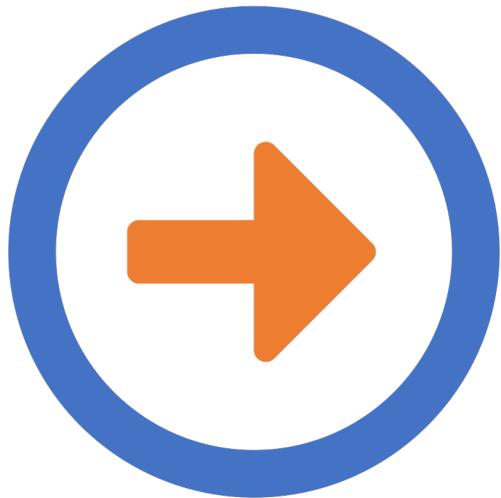
Consult our full *Strategy Packet* and our companion *Outcome Indicators and Tools*, *Board Development Observations and Recommendations*, and *Strategy Milestone Chart* for related items that will guide the launch and operation of these plans.

# Guiding Materials

- Strategy Packet
  - Community Impact Strategies
  - Personnel + Leadership Succession
  - Board Development Overview
  - Resource Development
  - Future Possibilities
  - Acknowledgements
- Outcome Indicators and Tools
  - Outcomes to Track
  - Opportunity and Issue Selection Tools
- Board Development Observations and Recommendations
- Guide to Drawing an Ecosystem Map
- Strategy Milestone Chart

# Community Impact Strategies

Advance our mission through community impact



# Mission and Vision

Our community impact strategies will advance our mission and vision:

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## Mission of MCCOY

Champion the positive development of youth through leadership on key issues and support of the youth worker community.

## Vision of MCCOY

Every young person in central Indiana [shall have] opportunities to thrive, learn, engage, and contribute.

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## Manner of Impact

We will emphasize work in these areas:

System-level influence on youth policies

Direct service among youth workers and their agencies

While we will emphasize these areas, the agencies we serve will focus on providing direct service to youth and families.

We will channel our energies through certain **roles** and **areas of impact**, as described in the slides that follow.

## Pillars

These strategies lead us to a new collection of Pillars that will shape our future work:

**From:**

- Convener
- Advocate
- Capacity builder
- Resource



**To:**

- Connector
- Advocate
- Capacity builder
- Gateway

The changes in these titles are subtle, but they will spur a more targeted and proactive set of roles for our organization.

# Pillars

Pillar	Description
Connector	We weave together and proactively connect community partners to build a more effective and efficient system for positive youth development.
Advocate	We influence public policy on behalf of youth and youth workers. We speak out boldly with and for youth on the issues that affect their lives and futures.
Capacity Builder	We strengthen the skills, develop the mindsets, and expand the knowledge of those who daily work with and for youth, while cultivating youth leadership across the county.
Gateway	We promote community members' access to resources and opportunities that help young people grow up well.

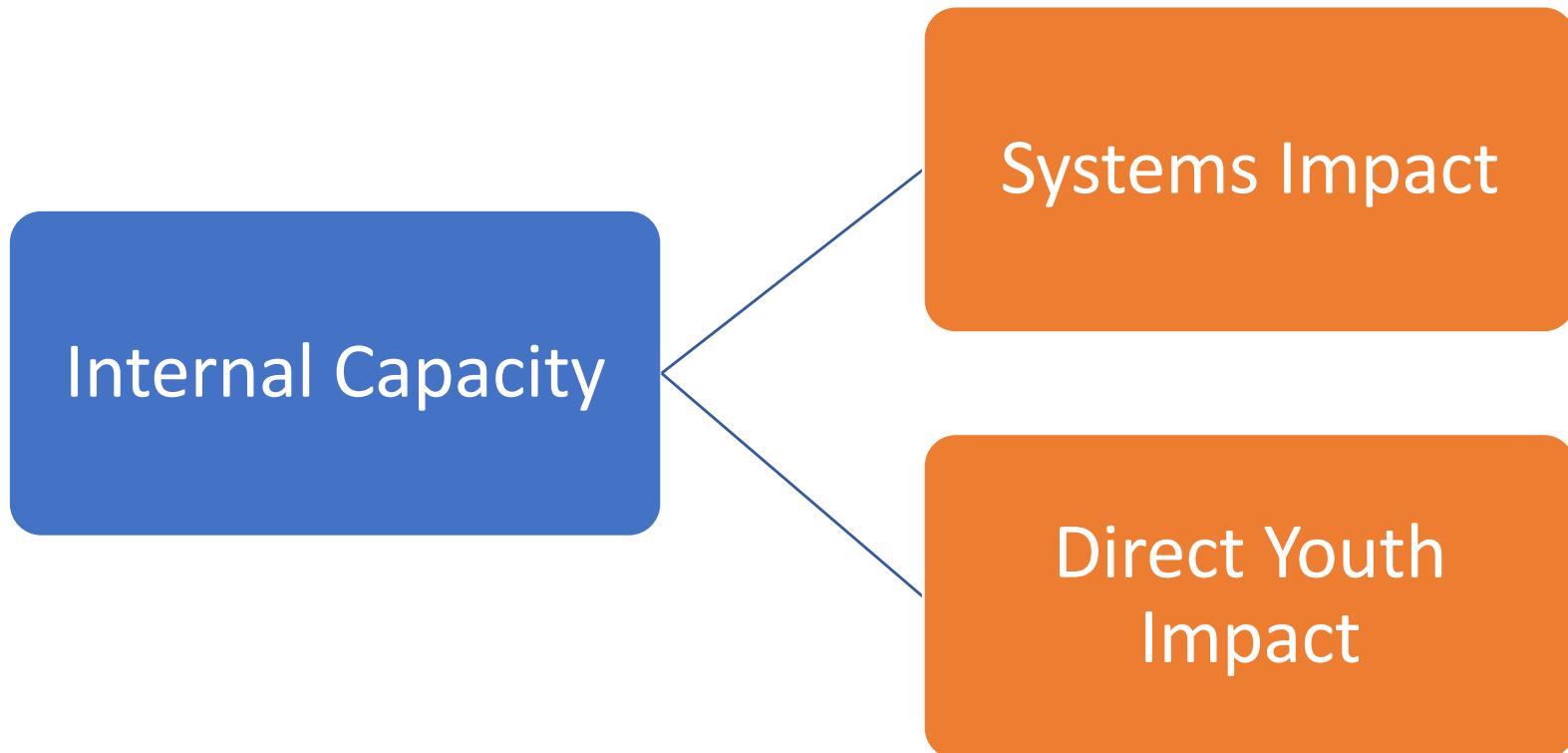
# Pillars

Pillar	Description			
Connector	Connect agencies into an effective and efficient partner network			
Advocate	Influence public policy			
Capacity Builder	Prepare agencies for broad youth development	Prepare agencies for youth leadership programming	Prepare agencies for youth agency management	Cultivate youth leadership roles across our county
Gateway	Promote access to enriching activities for all youth			

# Big Picture

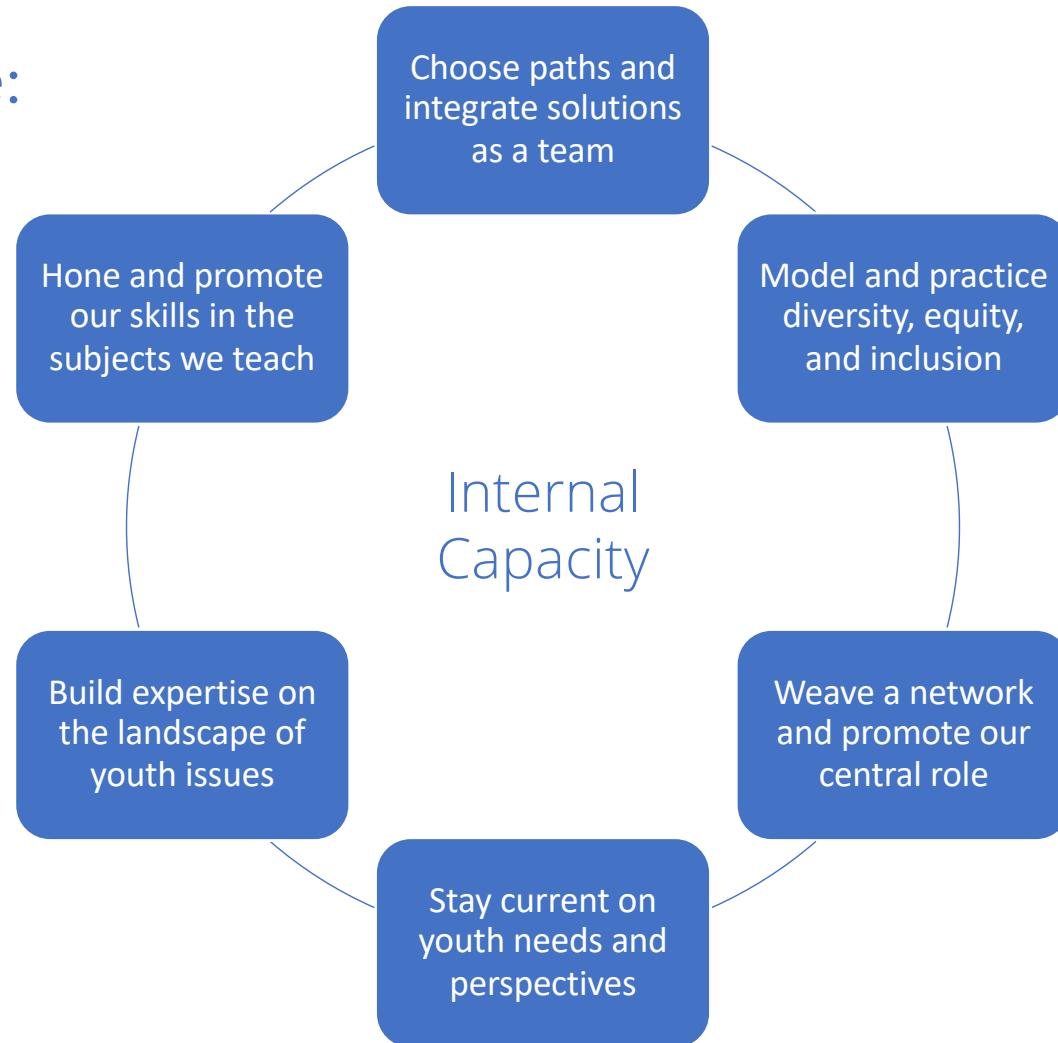
Backstage:

Onstage:



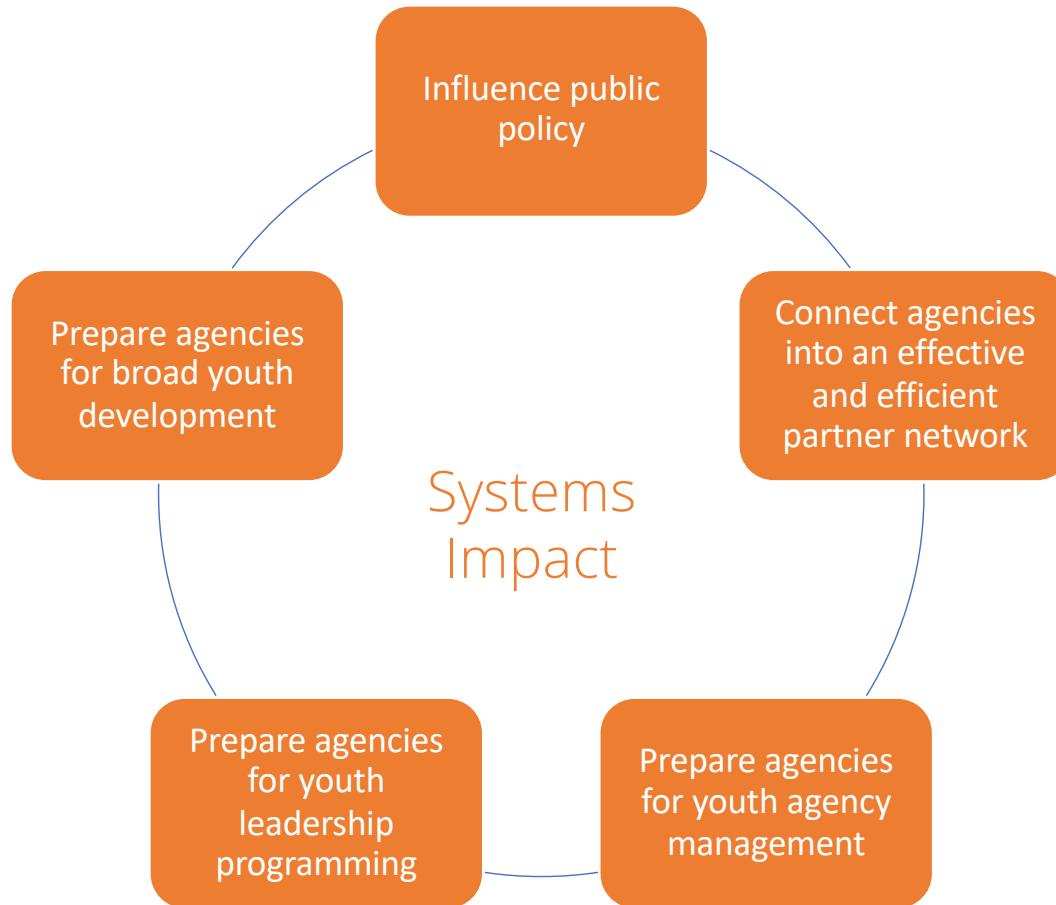
# Big Picture

## Backstage:



# Big Picture

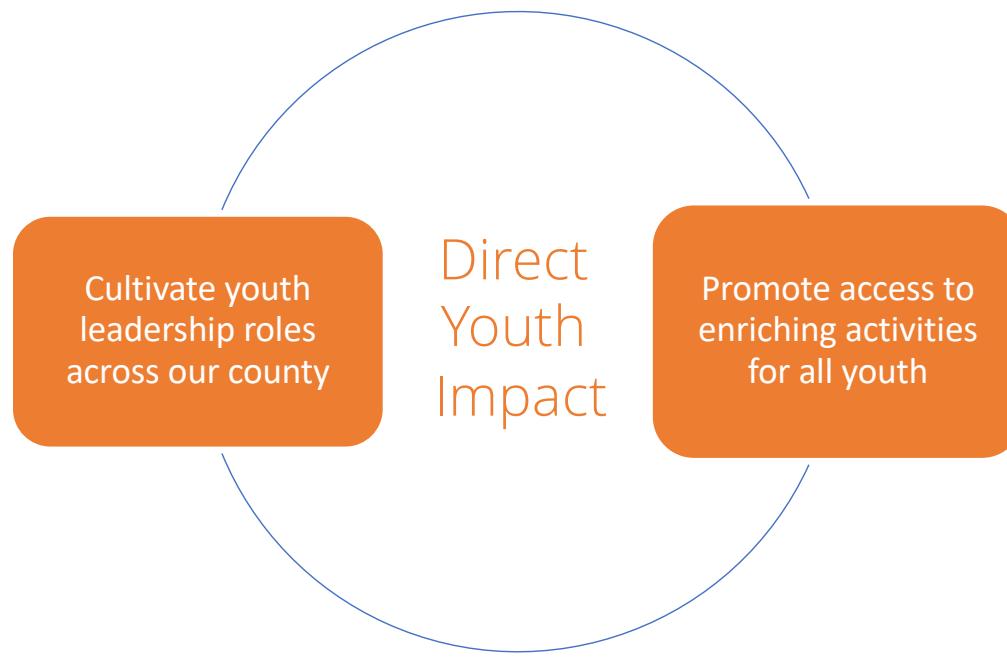
## Onstage:



*Implement Community Strategies to  
Enhance Supports and Opportunities for Youth*

# Big Picture

## Onstage:



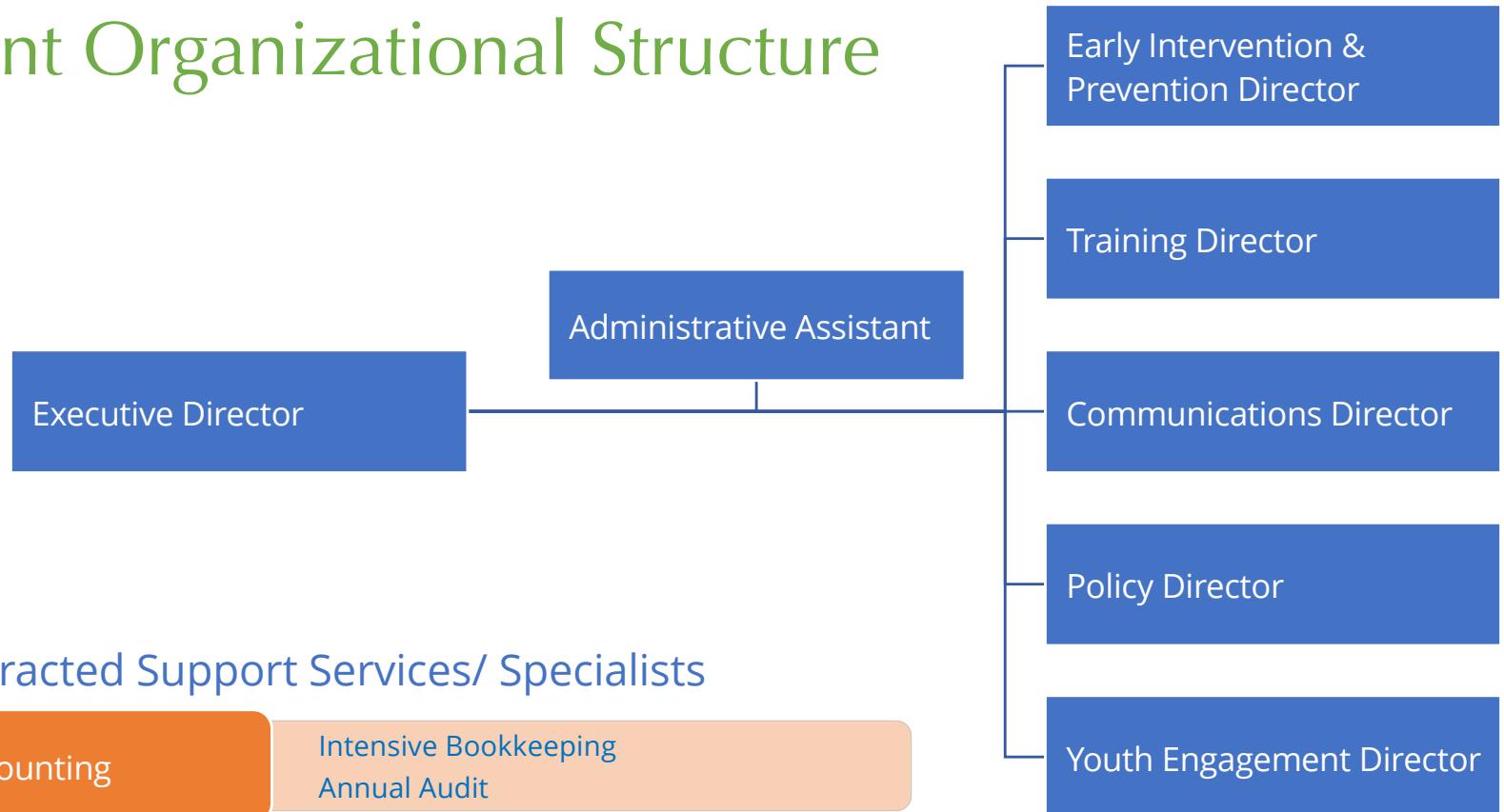
*Increase Direct Supports and Opportunities for Youth*

# Personnel

Align our personnel with our resource needs



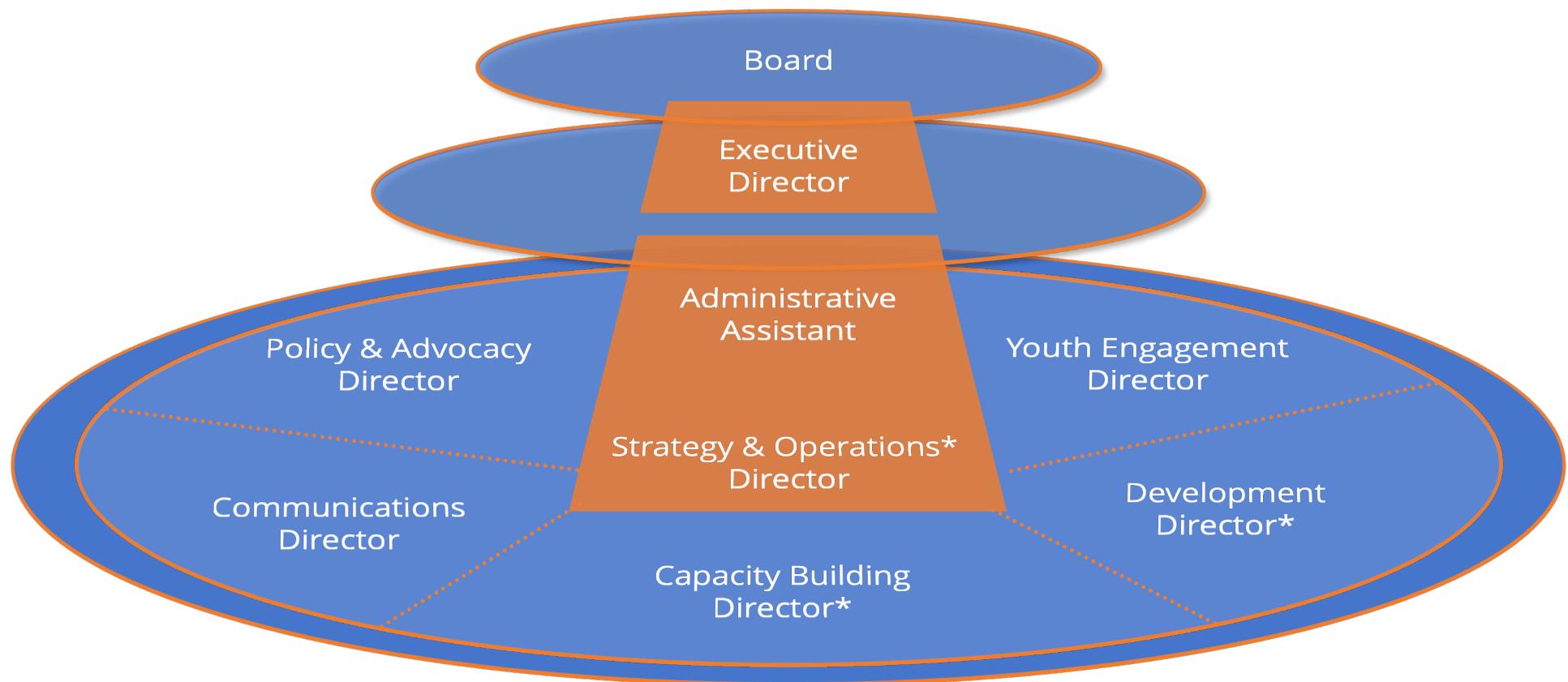
# Current Organizational Structure



## Contracted Support Services/ Specialists

Accounting	Intensive Bookkeeping Annual Audit
IT Support	Software and hardware support
Human Resources	Payroll
Fund Development	Sponsorship Development

# Future Organizational Structure



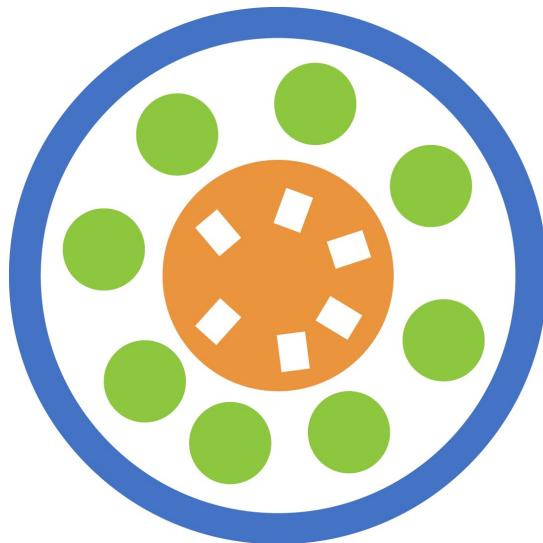
\* Indicates new or clarified role

# Future Organizational Structure Continued



# Board Development

Attract talent and heighten our board's engagement



# Priorities for board engagement and impact

We will focus on these themes at the board level:

1. Attraction and preparation of new board members
2. Public advocacy and publicity on behalf of MCCOY
3. Training and engagement in resource development
4. Future-oriented strategic thinking
5. Awareness of youth development issues and trends
6. Structure of board and committee roles and communications

# Attraction and preparation of new members

Upgrade our member recruitment, selection, and orientation methods:

- Recruit & select based on current needs for skills, views, connections, and commitment.
- Have smooth & periodic transitions to new board members.
- Provide all board members with solid orientation & mentorship.

# Public advocacy and publicity

Influence key decision-makers on public policies & resources:

- Provide connections and speak out in pursue of policies.
- Shape our board's advocacy work to reinforce and advance the staff's advocacy work.

# Training and engagement in resource development

Train board members to seek funds & then attract the resources we need:

- Several board members actively raise support in the community.
- All members know how & where to seek & attract support.
- Each member knows what we need & what his or her role is.

# Future-oriented strategic thinking

Focus board conversations on strategic direction:

- Design & use board time to shape & mobilize resources for the future.

# Awareness of youth development issues and trends

Stay attuned to issues & trends in the profession & the community.

- Understand key issues, implications, & solutions.
- Be equipped to convey this expertise to allies & supporters.

## Structure of roles and communications

Keep board & committees fresh, informed, & relevant.

- Board members transition between roles at clear & defined times.
- Committees pursue topics that align with our overall strategies.
- Committees share ideas & resources to help each other, & build synergy with the staff.

# Resource Development

Diversify our funding sources



## Introduction

Our annual operating budget is approximately \$900,000 to \$1,000,000.

Our board's Resource Development Committee will establish an overall target figure for each fiscal year plus financial goals for all major forms of support.

## Grant and Sponsorship Support

Continue to seek funds from the grant providers who have traditionally covered 85-90% of our resource needs. Pursue sponsorships from companies for each of our Pillars.

Our new staff-level Strategy & Operations Director and Development Director will lead our pursuit and management of these funds.

## General Philanthropic Support

General philanthropic support has traditionally played a minor role in our funding. Grow this support through greater board outreach to community members. Our board will complete training in resource development and build relationships that may lead to philanthropic gifts in future years.

Our board's Resource Development Committee will lead our efforts in this area in partnership with the new staff-level Development Director.

## Further Support

Earn tuition income from youth service agencies that enroll in our learning opportunities. We expect this income, plus any additional income from contracts and program services, to support 12-15% of our operating budget each year.

Hold an occasional special event to attract funds through event sales, auctions, event sponsorships, and live event donations. We expect this income to support 1-2% of our operating budget each year. Our board and staff will design and run such events together.

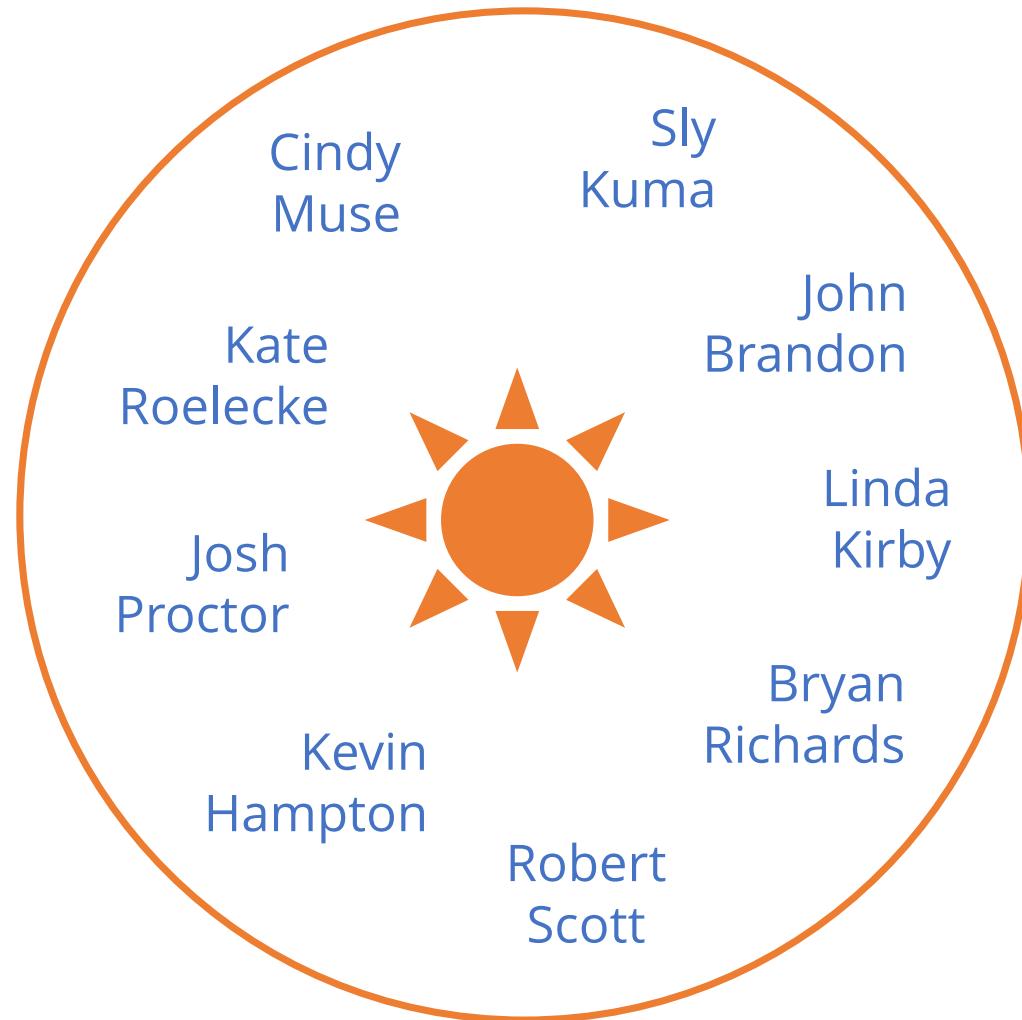
Rental income will support 1-2% of our operating budget each year.

## Acknowledgements

We are grateful for all participants in this plan



## We thank our Sprint Team for guiding our vision and strategies!



Thank you, too, to our staff, board, and dozens of community members in the Greater Indianapolis area for contributing insights, ideas, and recommendations throughout our planning process.

To learn more about the Marion County Commission on Youth and the design of these initiatives:

**John Brandon**

MCCOY

317.921.1266

[john.brandon@mccoyouth.org](mailto:john.brandon@mccoyouth.org)

**Bryan Richards**

Aspen Impact

317.826.8520

[bryan@aspenimpact.com](mailto:bryan@aspenimpact.com)

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**Marion County Commission on Youth**

317.921.1266

[mccoyouth.org](http://mccoyouth.org)

1375 West 16<sup>th</sup> Street

Indianapolis, Indiana 46202