



Strategic Plan



EXECUTIVE SUMMARY

2021 through 2023





Introduction

We are excited about our **mission** of championing the positive development of youth through leadership on key issues and support of the youth worker community. Our **vision** is that every young person in Indiana shall have opportunities to thrive, learn, engage, and contribute.

To advance our mission and vision, we will emphasize **system-level influence on youth policies** and **direct service among youth workers and their agencies**. The agencies we serve will, in turn, focus on providing direct services to youth and families.

Community Impact Strategies

These four pillars will guide our work:

Pillar	Description
Connector	We weave together and proactively connect community partners to build a more effective and efficient system for positive youth development. <i>Strategy: Connect agencies into an effective and efficient partner network.</i>
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. <i>Strategy: Influence public policy.</i>
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. <i>Strategies: Prepare agencies for youth agency management, youth leadership programming, and broad youth development. Cultivate youth leadership roles across our county.</i>
Gateway	We promote community members' access to resources and opportunities that help young people grow up well. <i>Strategy: Promote access to enriching activities for all youth.</i>

The following pages describe the strategies we will pursue internally and across our field.

Internal Capacity

We will build our organizational culture and skills to excel in the performance of our mission. These priorities will guide the development of our internal capacity:

1. **Choose paths and integrate solutions as a team.**
We will organize our staff into teams that integrate their activities. We will use filtering tools to decide which issues and opportunities to pursue in each quarter of the year.
2. **Model and practice diversity, equity, and inclusion (DEI¹).**
We will create and adopt a statement of DEI principles and a related operations plan. We will also invest in board and staff recruitment and placement, and align internal resources and progress metrics to advance and reinforce our DEI principles and practices.
3. **Weave a network and promote our central role.**
We will connect broadly and intentionally with stakeholders in the field of youth work, convene dialogs with stakeholders to strengthen each other and expand our network, and publicize our role as influencer and catalyst.
4. **Stay current on youth needs and perspectives.**
We will observe and learn from youths' experiences in organizational settings such as schools and agencies, and we will be among youth in their daily lives to develop sensibilities about their perspectives and experiences.
5. **Build expertise on the landscape of youth issues.**
For each issue we emphasize in a given year, we will consult data on trends that affect and reflect youth issues. We will build our knowledge of the public ecosystem that supports and responds to youth issues, too. We will use our understanding of these matters to inform our strategic priorities.
6. **Hone and promote our skills in the subjects we teach.**
For each subject, we will build our expertise and grow our curricula. We will promote learning opportunities for youth agencies and convey our expertise to these audiences.

We will upgrade our staff structure to foster teamwork and project integration, learning and professional development, and resource development. See the [Future Organizational Structure in our Strategy Packet](#) for a diagram of board, staff, and contracted support roles, plus corresponding new position descriptions.

This internal foundation will prepare us to launch and run community impact strategies across central Indiana, as described on the next page.

¹ For a published definition of DEI, see <https://www.diversity.pitt.edu/DEIGlossary>. We are developing our own wording about DEI for use in our daily work at MCCOY.

Systems Impact

The primary lever for our mission and vision will be systems impact. We will work among youth-serving agencies, policy makers, and others to ultimately enrich the lives of youth.

1. **Influence public policy.**

We will emphasize policy at the state and local levels. Instead of working alone, we will collaborate with agencies to identify pivotal opportunities and vulnerabilities among youth. We will consult data on youth trends and use our knowledge of the public ecosystem to shape and influence public policy. We will also build public awareness around the topics we advocate.

2. **Connect agencies into an effective and efficient partner network.**

We will advise agencies about people and resources that can help them strengthen their capabilities. We will also publish a visual ecosystems model that shows entities and services in our evolving network. We will then study how agencies and youth are benefiting from our network.

3. **Prepare agencies for youth agency management.**

We will assess agencies' gaps and needs in terms of organizational leadership and management capacity. We will create and host learning opportunities to strengthen agencies in these areas.

4. **Prepare agencies for youth leadership programming.**

We will assess agencies' gaps and needs in terms of creating and running programs that develop youths' leadership capabilities. We will create and host learning opportunities to strengthen agencies in these areas.

5. **Prepare agencies for broad youth engagement.**

We will assess agencies' gaps and needs in terms of designing and running programs for the many developmental needs of children. We will create and host learning opportunities to strengthen agencies in these areas.

Direct Youth Impact

While agencies will be most engaged in direct youth impact, we will perform certain services to support youths' goals and foster youths' development via our unique role as a connector.

1. **Cultivate youth leadership across our county.**

We will reach across our network to encourage the creation of meaningful civic, nonprofit, and business leadership roles for cohorts of youth. We will advise participating organizations on how to provide productive and educational roles on boards, committees, and teams alongside adults.

2. **Promote access to enriching activities for all youth.**

We will reach across our network to inform agencies and community members about effective youth development programs in central Indiana.

Across the above strategies, we will apply our principles for DEI. We will also link each strategy to the outcome indicators listed in our *Outcome Indicators and Tools* slide deck.



Board and Resource Development Strategies

While the above strategies focus on community impact, we will also conduct strategies to engage our board more fully and attract more funding diversity to our organization.

Board Development

We will focus on these themes at the board level:

1. **Attraction and preparation of new board members**
We will upgrade our board member recruitment, selection, and orientation methods to be more intentional, consistent, and comprehensive.
2. **Public advocacy and publicity by the board on behalf of MCCOY**
We will equip and encourage our board to influence key decision-makers at the local and state level on youth-centered public policies and resources.
3. **Training and engagement in resource development**
We will prepare our board members to build relationships among potential supporters, seek funds, and attract the resources we need.
4. **Future-oriented strategic thinking**
We will redesign board activities and conversations to focus on our strategic direction and ways to mobilize resources toward our priorities.
5. **Awareness of youth development issues and trends**
We will draw our board's attention to issues and trends in the youth development profession and the broader community. Our board can then share this expertise with our allies and supporters.
6. **Structure of board and committee roles and communications**
We will conduct clear and defined board role transitions, align our committees' work with our overall strategies, and share ideas and resources across our committees and alongside our staff.

For details, see our *Board Development Observations and Recommendations* slide deck.

Resource Development

Grants have traditionally provided 85-90% of our funding. We will continue to seek funds from loyal supporters and we will broaden our base by engaging additional philanthropic foundations. We will also seek sponsorships from companies in fields such as education, real estate and community development, advanced technologies, and family retail products. In addition, our board members will reach out personally to community members. We will establish a new Development Director position to support and pursue these aims.

Implementation Tools

To execute our strategies effectively, we will draw upon a collection of implementation tools. We will use these tools throughout each year.


Strategy Milestone Chart

This spreadsheet enables us to assign a leader, team members, and a progress partner to each strategy. This tool also lets us track progress along a visual timeline from 2021 through 2023.

Initiative	Leader	Team Members	Progress Partner	Start Date	Frequency	Status	Percent Completed											
							2021				2022				2023			
Community Impact							Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Configure our staff projects to be team-centered.	Strategy & Ops Dir	All staff	Executive Dir	2021	Once	Completed												
Produce a statement of principles, an operations plan, and metrics for diversity, equity, and inclusion at MCCOY.	Executive Dir	All staff	Strategy & Ops Dir	2021	Once	Ongoing												
Shape and promote our brand identity as an influencer and a catalyst.	Communications Dir	Executive Dir	Strategy & Ops Dir	2021	Ongoing	Ongoing												
Elevate our visibility among agencies and the general public year-round.	Communications Dir	Executive Dir	Strategy & Ops Dir	2021	Ongoing	Ongoing												
Design year-round activities to stay current on youth needs and perspectives.	Learning & Prof Dev Dir	Policy & Advocacy Dir Youth Engage Dir	Strategy & Ops Dir	2021	Ongoing	Started												
Develop a list of sources we will consult for data on youth-related trends.	Learning & Prof Dev Dir	Policy & Advocacy Dir Youth Engage Dir	Strategy & Ops Dir	2021	Annual	Started												
Design staff learning activities that will equip us to advocate well as a team.	Learning & Prof Dev Dir	Policy & Advocacy Dir Youth Engage Dir	Executive Dir	2021	Annual	Not yet started												
Design staff learning activities to inform our capacity-building content.	Learning & Prof Dev Dir	Policy & Advocacy Dir Youth Engage Dir	Executive Dir	2021	Annual	Not yet started												

Opportunity Filtering Checklists

We are a dynamic organization that will encounter new opportunities in our daily work. When a competition for a grant, a call for agency collaboration, a push for public policy, or another promising possibility arises, shall we take action? If so, how might we engage our team in doing so? We will use Opportunity Filtering checklists to help us answer such questions.



Tools

Internal Capacity Method: Filter Opportunities Together


For any given opportunity, would it align with our preferred roles?

Pillar:

- ☐ Connector
- ☐ Advocate
- ☐ Capacity builder
- ☐ Gateway

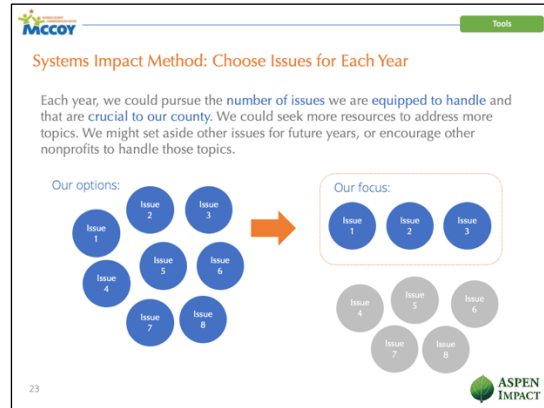
Method:

- ☐ Connection only
- ☐ Advocacy via advice
- ☐ Capacity for a youth
- ☐ Gateway for a family
- ☐ Connection and involvement
- ☐ Advocacy via policy influence
- ☐ Capacity in an agency
- ☐ Gateway for youth agency members

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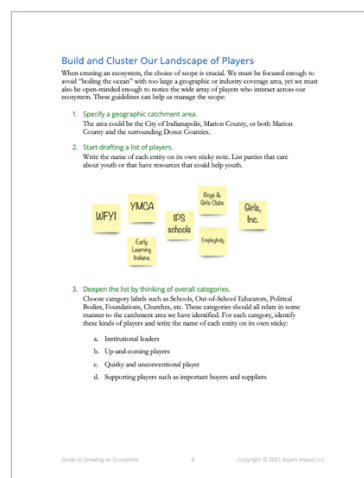
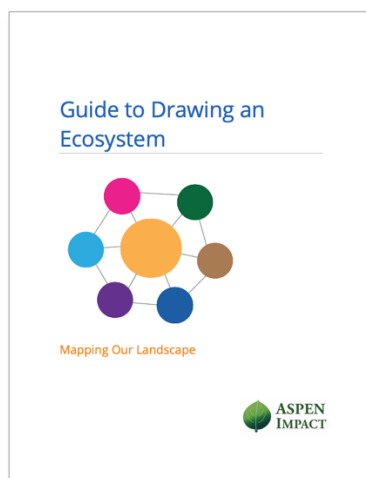
Issue Selection Criteria

While our strategies will guide our overall direction, their application will be customized to ever-evolving social issues. Youth topics such as family dynamics, homelessness, nutrition, health, school performance, or abuse may call for special attention. We will apply Issue Selection Criteria to help us choose which issues to emphasize at any given time.



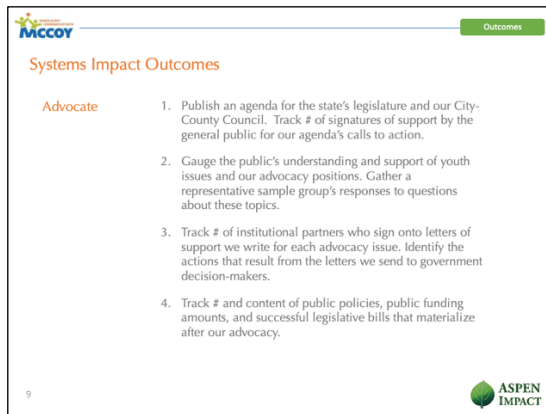
Ecosystem Map

We are a central node within a broad network that spans youth development, public policy, philanthropy, and beyond. The totality of our network may be hard for a staff member, board member, or community member to grasp, and the parties in this network might grow, disappear, and morph over time. We will, therefore, create and maintain an Ecosystem Map to show our relationships to other entities in a visual manner. We will consult the *Guide to Drawing an Ecosystem Map* from our strategy partner, Aspen Impact, for this purpose.



Outcomes and Indicators

For each Internal Capacity, Systems Impact, Direct Impact, Board Development, and Resource Development strategy, we have defined one to three key outcome indicators to track. These actionable and measurable items will help us gauge progress and re-calibrate goals and approaches as we learn from experience. They will also equip us to show our value in a clear, succinct, and meaningful way to partners such as agencies, policy makers, and funders.



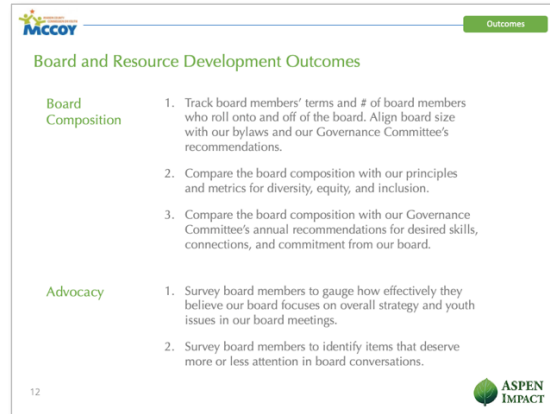
Systems Impact Outcomes

Advocate

1. Publish an agenda for the state's legislature and our City-County Council. Track # of signatures of support by the general public for our agenda's calls to action.
2. Gauge the public's understanding and support of youth issues and our advocacy positions. Gather a representative sample group's responses to questions about these topics.
3. Track # of institutional partners who sign onto letters of support we write for each advocacy issue. Identify the actions that result from the letters we send to government decision-makers.
4. Track # and content of public policies, public funding amounts, and successful legislative bills that materialize after our advocacy.

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Board and Resource Development Outcomes

Board Composition

1. Track board members' terms and # of board members who roll onto and off of the board. Align board size with our bylaws and our Governance Committee's recommendations.
2. Compare the board composition with our principles and metrics for diversity, equity, and inclusion.
3. Compare the board composition with our Governance Committee's annual recommendations for desired skills, connections, and commitment from our board.

Advocacy

1. Survey board members to gauge how effectively they believe our board focuses on overall strategy and youth issues in our board meetings.
2. Survey board members to identify items that deserve more or less attention in board conversations.

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Leadership and Guidance

Leadership for each strategy will come from the board or staff member listed in our *Strategy Milestone Chart*. The above documents and tools are available digitally at MCCOY for regular consultation and updating. For guidance on how to use these items or create more strategies and tools, contact our advisor, Bryan Richards, at 317.826.8520 or bryan@aspenimpact.com.

To learn more about MCCOY, call our team at 317.921.1266 or visit us at mccoyouth.org.