

Strategic Plan

GOAL: To Sustain and Strengthen AYR Chapters

Task Area 1: Maintain effective **communication** between National AYR and chapters, and among the chapters themselves.

- 1 Continue enhancement of the AYR website.
- 2 Distribute *AYReports* electronically (by email), with mailed copies available on request.
- 3 Increase publication frequency of *AYReports* from six to 12 issues per year.
- 4 Establish a Facebook page for AYR and encourage its use.
- 5 Publish an AYR message in every issue of *Perspective* magazine.

Task Area 2: Develop and maintain a comprehensive **membership** recruitment, retention, and marketing strategy.

- 1 Provide a list of new retirees to chapter presidents monthly, with as much information as available, including last position and association.
- 2 Share membership rosters between chapters and the national organization
- 3 Enable online membership signup and renewal through the AYR website.
- 4 Acknowledge membership payments with a thank-you letter and membership card.
- 5 Work with chapters on retention strategies.
- 6 Market AYR to pre-retirees:
 - ✓ Provide AYR materials to local association human resource staff.
 - ✓ Promote AYR through AYP.
 - ✓ Actively recruit those retiring from non-exempt positions.
 - ✓ Co-sponsor, with the YMCA Retirement Fund, pre-retirement education experiences.

Task Area 3: Provide **direct assistance** to chapters.

- 1 Have area vice presidents visit chapters when new chapter officers are beginning their terms. Use these visits, in part, for orientation and training of officers.
- 2 Deploy consultants to work with chapters on special areas of expertise (*e.g.*, legal matters, record-keeping and retention, newsletter and website development, program development, marketing, etc.)
- 3 Assist chapters with program development and planning.
- 4 Actively encourage, and provide seed money for, multi-chapter chapter events
- 5 Update the AYR Chapter Handbook (formerly President's Handbook) and make it accessible on the website. Add counsel on such areas as writing by-laws, merging chapters, developing "clusters" within chapters, creating job descriptions for chapter officers and committee chairs, conducting effective meetings, etc.
- 6 Set up a quick response system to handle requests from chapters for assistance.

Task Area 4: Develop and sustain an effective **national AYR organization** to support chapters.

- 1 Appoint a standing Organizational Development Committee to monitor implementation of this plan.
- 2 Add a third regional vice president, dividing the country in thirds geographically.

- 3 Stagger the terms of the three regional vice presidents so that their tenures do not end at the same time.
- 4 Establish a headquarters for national AYR, providing a mailing address, telephone and fax numbers and email address. As resources permit, staff this office with volunteer and/or paid workers.
- 5 Move to a single membership arrangement so that all AYR members belong both to a chapter and to the national organization.
- 6 Establish and maintain a membership data base that enables identification of members and facilitates membership enrollment and renewal. Use this data base
- 7 as a means of receiving and acknowledging membership payment and contributions.
- 8 Seek out and build productive working relationships with allied organizations – the Association of YMCA Professionals, the YMCA Retirement Fund, YMCA of the USA and others as appropriate.

Adopted by General Council and Board of Directors January 2011