

PYWA Three-Year Strategic Roadmap

Approved March 18, 2018

Mission Statement

The Presbyterian Youth Workers' Association exists to CONNECT, UPHOLD, and INSPIRE Presbyterian youth workers to faithfully serve the one triune God among young people.

Roadmap Focus

The next three years will focus on creating a solid foundation for our organization. This foundation includes:

- Establishing programs and membership deliverables that fulfill our mission and provide value to our members
- Developing multiple revenue streams to fund the programs and membership deliverables
- Creating a realistic, sustainable leadership structure

Roadmap Timeline

The PYWA program year begins on September 1st and ends on August 31st each year.

Year 1--2018–2019 Program Year

Year 2--2019–2020 Program Year

Year 3--2020–2021 Program Year

Process

In the fall of 2017, the PYWA Core Team established a Strategic Planning Task Force to create a strategic roadmap and staffing plan for the next three to five years. Members of the team included Jimmy Steele, Moderator (Orlando, FL), Bill Buchanan (Asheville, NC), Kaitie Kautz (Belleville, IL), and Sally Wright (Kansas City, MO).

The team met two or three times per month between October 2017 and February 2018. During the first three months of their time together, the team completed 12 formal listening sessions, multiple informal listening sessions, and created an online survey that garnered over 150 responses. During their final two months together, the team created this roadmap based on what was discovered during the listening sessions.

Following and Revising this Roadmap

Once this roadmap is approved, it is the responsibility of the Board of Directors to ensure that it is followed. The Board is expected to review the roadmap annually and amend the roadmap if necessary to fulfill PYWA's mission.



Staffing Plan (See PYWA Staffing Plan Chart)

The staffing plan is based on the following premises:

- **Small Groups.** Since youth workers work best in groups of two to five people, all teams, work groups, and task forces will have no more than five people. Though the board of directors will have more than five people, it will be divided into teams of two to three people.
- **Connection.** Youth workers want and need to be connected to each other. Therefore, all teams, work groups, and task forces will place a high priority on relationship building, community care, and/or spiritual development.
- **Diversity.** PYWA will strive to have a diverse group of people in volunteer positions. This diversity includes, but is not limited to, racial/ethnic, gender, geographic, paid vs. volunteer, age, and experience levels.
- **Term Limits.** All PYWA volunteer positions will have term limits. Volunteers may serve up to four years in one position before needing to switch positions or take a break.

Paid Staff

There will be a part-time executive director who will be paid a minimum of \$25 per hour. The number of hours the executive director will work each week will increase each year. The executive director will focus on relationships (with members, partners, & vendors), communication (overall communication plan including the website and monthly newsletter), and brand management.

Board of Directors (Formerly Known as the Core Team)

PYWA will be managed by a volunteer board of directors. The number of people on the board of directors will increase each year for the next three years.

- **Time Commitment.** Board members will be expected to serve two-year terms (can renew for up to two more years) and be expected to work 8–10 hours per month. Terms begin and end in April of each year.
- **Roles.** Each board member will have a position description. A Manual of Operations will be developed for each role and ministry team.
- **Meetings.** The board of directors will meet face-to-face meeting once a year (preferably in April) and have two online meetings throughout the year (September and January). PYWA will pay for board members to travel to the annual face-to-face meeting; board members will pay for their own housing and meals for the meeting. The housing and meals will be reasonably priced and, if possible, board members will be given the option to stay for free with local Presbyterian hosts.
- **Teams.** Board members will work together with other board members in ministry teams of two to three people.
- **Leadership.** The board will be led by two co-moderators.
- **PYWA Membership.** All board members need to be members of PYWA.
- **Financial Contributions.** All board members are expected to make a financial contribution to PYWA each year.
- **Technology.** All board members need to be comfortable using multiple technology platforms and be willing to be trained to use new platforms.
- **Board Responsibilities.** The board will serve as fiduciaries for PYWA; will be responsible for the annual budget, the annual calendar, setting goals for the overall organization, approving goals of each specific ministry area, and personnel issues; and will be responsible for creating task forces to work on specific business on specific timelines.
- **Board Member Responsibilities.** Each board member will recruit, train, and lead a work group of two or three people and will be responsible for the communications (marketing, website, and social media) for their team's function/role. In consultation with the entire board, each board member will set goals for their individual ministry areas.
- **Succession Planning.** Each board member will be responsible for recommending their replacement to the Nominating Team.
- **New Member Recruitment.** All board members will be expected to participate in new member recruitment.
- **Ambassadors for PYWA.** All board members will be expected to serve as ambassadors for PYWA.

Advisory Council

There will be 3–5 advisors who will:

- Serve as advisors for the executive director and Board of Directors
- Advocate for PYWA within their respective denominations
- Help with fundraising

The initial Advisory Council will be invited to serve by the executive director and the moderator(s) of the Board of Directors. Length of terms and specific expectations will be negotiated individually with each Advisory Council member.

Treasurer

There will be a treasurer who is an ex-officio member of the board (with voice but no vote).

Task Forces and Teams

- Task forces will be created by the Board of Directors to focus on specific business for a limited time as needed.
- There will be a Nominating Team (comprised of members-at-large) that meets regularly throughout the year. The Nominating Team will nominate a slate of people to serve on the board; board members will be elected by PYWA members through an online voting process.
- There will be a Personnel Team (comprised of board members and members-at-large) that is responsible for managing PYWA's personnel matters. The Board of Directors will have the final say in personnel matters.

Relationship with the Presbyterian Mission Agency

The Presbyterian Mission Agency's associate for children and youth will serve as an ex-officio member of the Board of Directors. PYWA will continue to work closely with the Office of Ministry with Youth as much as possible.

Fundraising Plan

The fundraising plan has three buckets:

- Partnerships
 - Secure discounts from partner organizations to offer discounts for PYWA members based on regional profiles of members (Southeast, Northeast, Texas, Midwest, West). Discounts per member will total a minimum of \$600 in Year 1, \$800 in Year 2, and \$1000 in Year 3. PYWA will negotiate individually with each sponsor to create a package for what the partner gets in exchange for the discount.
 - Create sponsorship opportunities for partners such as newsletters, webinars, publications, training programs, exhibit booths, data sharing, etc.
- Individual Contributions
 - Create a fundraising campaign to invite members to contribute individually to support PYWA's mission.
- Grants from Congregations and Other Entities
 - Seek grants/contributions from Presbyterian congregations for ongoing support. (Ask that congregations include PYWA in their annual mission giving.)
 - Seek grants from congregations to fund specific programs or initiatives.
 - Seek grants from foundations and other entities.

Roadmap Details

		Year 1 (2018–2019)	Year 2 (2019–2020)	Year 3 (2020–2021)
Budget & Revenue Plan	Annual Budget	\$33,000	\$40,000	\$50,000
	Number of Member Congregations	150 (PYWA currently has 125)	175	200
	Income from Congregational Membership Fees	\$18,000	\$21,000	\$24,000
	Fundraising Income	At Least \$15,000	At Least \$19,000	At Least \$26,000
	Fundraising Plan (Based on Minimum Goals for Generating Revenue)	<ul style="list-style-type: none"> • Generate at least \$3,000 through Partner Sponsorships • Generate at least \$2,000 through Individual Member Fundraising • Generate at least \$10,000 through Grants and Funding from Congregations 	<ul style="list-style-type: none"> • Generate at least \$4,000 through Partner Sponsorships • Generate at least \$3,000 through Individual Member Fundraising • Generate at least \$12,000 through Grants, Funding from Congregations, and Other Entities 	<ul style="list-style-type: none"> • Generate at least \$5,000 through Partner Sponsorships • Generate at least \$4,000 through Individual Member Fundraising • Generate at least \$15,000 through Grants, Funding from Congregations, and Other Entities • Generate at least \$2,000 from Sponsorships from the 2020 To The Hills Event

		Year 1 (2018–2019)	Year 2 (2019–2020)	Year 3 (2020–2021)
Membership	Congregational Membership Levels	Member levels and fees remain the same		
	Congregational Member Benefits	Member benefits will stay the same as they are currently listed on the website with the addition of creating at least \$600 in real discount benefits for different regional profiles of members	Increase discount benefits to at least \$800	Increase discount benefits to at least \$800
	Presbytery Membership Fees & Benefits	<ul style="list-style-type: none"> • Leave fees and benefits the same • Launch a task force to create strategy for working with presbyteries and small congregations within presbyteries 	Launch revised strategy for working with presbyteries	
	College/Seminary Membership Fees & Benefits	<ul style="list-style-type: none"> • Switch paradigms to approach these institutions as partners instead of members. Negotiate individually with each institution for sponsorship opportunities. • Launch a task force to create strategy for working with colleges and seminaries 	Launch revised strategy for working with colleges & seminaries	

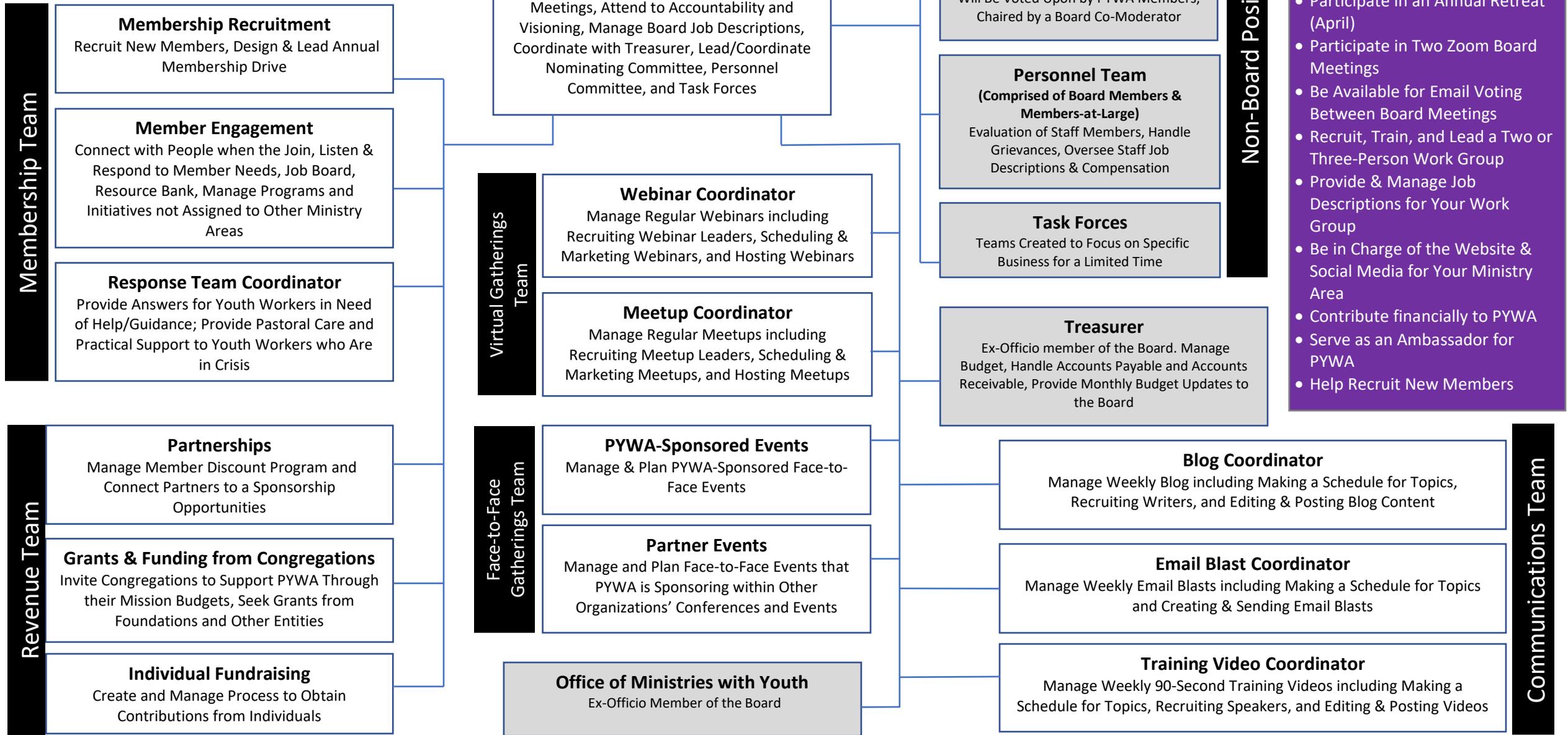
		Year 1 (2018–2019)	Year 2 (2019–2020)	Year 3 (2020–2021)
Relationships	APCE	Create an Official Relationship with APCE.		
	Other Organizations (Ukirk, PCCCA, PAM, ARW, Next Church)		Explore establishing official partnerships with at least two of the following organizations: Ukirk, PCCCA, PAM, ARW, & Next Church.	Explore establishing official partnerships with at least two more organizations.
	Relationships with Presbyteries, Colleges, Universities, & Seminaries	<ul style="list-style-type: none"> • Switch paradigm to approach these institutions as partnerships. Negotiate individually with each institution for sponsorship opportunities. • Launch a task force to create strategy for working with colleges and seminaries 		
	Other Denominations			Explore relationships with: <ul style="list-style-type: none"> • Presbyterian Church of Canada • RCA & Reformed Church

		Year 1 (2018–2019)	Year 2 (2019–2020)	Year 3 (2020–2021)
Programs, Initiatives, & Events	Programs & initiatives in Membership Benefits	<ul style="list-style-type: none"> Email Blasts (tied to resource bank; minimum once a month?) Webinars & Meetups 		
	Programs & Initiatives Beyond List of Membership Benefits	<ul style="list-style-type: none"> Youth Worker Sabbath (Spring) Youth Workers Appreciation Sunday (Date TBA) 90-Second Training Videos Develop Resource Bank Innovation Cohort Seasonal Hashtag Challenges 	Add: <ul style="list-style-type: none"> Training Academy for Volunteer Youth Workers Annual Awards/Recognition Program (Multiple Awards) 	Add: <ul style="list-style-type: none"> Training Academy for Paid Youth Workers Response Team that Provides Practical Guidance and Pastoral Care for Youth Workers
	Campaigns	<ul style="list-style-type: none"> I'm a Presbyterian Youth Worker 		<ul style="list-style-type: none"> Response Team to respond to questions and pastoral care needs of youth workers Advocacy initiative for non-ordained youth workers (paid and volunteer) that resulted from task force's study
	PYWA-Sponsored Face-to-Face Events	None	None	<ul style="list-style-type: none"> Fall 2020--To the Hills Sabbath Retreat
	Events & Initiatives with Partner Organizations	<ul style="list-style-type: none"> PYWA Workshop Track at 2019 APCE Annual Event Innovation Cohort at APCE AE & Next Church Youth Worker Track at 2019 Next Church (Seattle) 2019 Presbyterian Youth Triennium E4 Conference 	<ul style="list-style-type: none"> PYWA Workshop Track at 2020 APCE Annual Event Innovation Cohort at APCE AE & Next Church Youth Worker Track at 2020 Next Church E4 Conference 	<ul style="list-style-type: none"> PYWA Workshop Track at 2021 APCE Annual Event Innovation Cohort at APCE AE & Next Church Youth Worker Track at 2020 Next Church E4 Conference

		Year 1 (2018–2019)	Year 2 (2019–2020)	Year 3 (2020–2021)
Staffing Plan	Executive Director Hours Per Week	8	12	15
	Number of People on the Board of Directors	10	13	15
	Board of Directors Member Roles	<ul style="list-style-type: none"> • Moderator • Membership Recruitment • Membership Engagement • Partnerships (Member Discounts and Sponsorships) • Fundraising (From Individuals & Congregations) • Meetup & Webinar Coordinator • Event Coordinator • Blog Coordinator • Email Blast Coordinator • Training Video Coordinator • [Treasurer] 	<ul style="list-style-type: none"> • Add Co-Moderator • Split Fundraising into Two Positions • Split Webinar and Meetup into Two Positions 	<ul style="list-style-type: none"> • Add Response Team Coordinator • Split Event Coordinator into Two Face-to-Face Ministry Team Positions (PYWA-Sponsored Events & Partner Events)
	Advisory Team	Create an Advisory Council of 3–5 people	Review the composition and role of the Advisory Council	

	Year 1 (2018–2019)	Year 2 (2019–2020)	Year 3 (2020–2021)
Organizational Development Tasks	<ul style="list-style-type: none"> • Create position descriptions for all board members • Revise bylaws and create a manual of operations • Create projected budget for 2018 and 2019 • Create a cash handling policy • Reorganize Dropbox to reflect new staffing plan 	<ul style="list-style-type: none"> • Create a personnel grievance policy • Create projected budget for 2020 	
Task Forces	<ul style="list-style-type: none"> • Launch a task force to create strategy for working with presbyteries and small congregations within presbyteries • Launch a task force to create strategy for working with colleges and seminaries 	<ul style="list-style-type: none"> • Launch a task force to study PYWA’s advocacy efforts for non-ordained youth workers (both paid and volunteer) and recommend a advocacy plan to the board. 	<ul style="list-style-type: none"> • Launch a task force to create a strategic plan for the next 3–5 years. • Launch a task force to create a strategy for doing a better job of connecting, upholding, and inspiring youth workers of color. • Launch a task force to create strategy for doing a better job of connecting, upholding, and inspiring youth workers in the western half of the United States.
Parking Lot for Ideas for the Next Strategic Plan	<ul style="list-style-type: none"> • Partner with one or more publishing houses to create books and resources for youth workers 		

Strategic Roadmap Organizational Chart
To Have in Place by 2020–2021 Program Year



Membership Team

Revenue Team

Virtual Gatherings Team

Face-to-Face Gatherings Team

Non-Board Positions

Communications Team

- General Responsibilities for Board Members**
- Serve a Two-Year Term with the Option to Renew for up to Two More Years
 - Serve 8–10 Hours per Month
 - Participate in an Annual Retreat (April)
 - Participate in Two Zoom Board Meetings
 - Be Available for Email Voting Between Board Meetings
 - Recruit, Train, and Lead a Two or Three-Person Work Group
 - Provide & Manage Job Descriptions for Your Work Group
 - Be in Charge of the Website & Social Media for Your Ministry Area
 - Contribute financially to PYWA
 - Serve as an Ambassador for PYWA
 - Help Recruit New Members