



FOR YOUTH DEVELOPMENT
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY

REAL-TIME STRATEGIC PLANNING – STRATEGY ROAD MAP

Boothbay Region YMCA 2014 and Beyond

Purpose: *This document serves as a memoir of and rationale for our strategic plan and strategic priorities. It is also helpful in forming operational and programmatic strategies and actions and offers guidance in uncovering additional Big Questions for future consideration. **Approved** July 23, 2014*

PLANNING COMMITTEE

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► OUR PROCESS

In March 2014, the Boothbay Region YMCA Board of Directors commissioned the Strategic Planning Committee to revisit its original Real Time Strategic Plan Road Map and develop a plan for Camp Knickerbocker and the Baldwin Center. The committee met for four planning meetings prior to a Board planning retreat to review the unique needs of the Boothbay Region Y's service area that would help shape these facilities' future direction. This is a "living" plan; we are committed to long-term impact, recognizing it requires adapting our strategies as our environment changes. This document summarizes our original strategic plan, as well as integrates the new strategies we have developed for Camp Knickerbocker and the Baldwin Center.

► OUR MISSION

To strengthen individuals, families, and the community, guided by Christian principles including the universal values of caring, honesty, respect, and responsibility through programs that build a healthy spirit, mind, and body for all.

► OUR COMMUNITY IMPACT STATEMENT

The Boothbay Region YMCA will strengthen our community by connecting us to each other and being available to all. Our YMCA will support individuals and families with programs that build character and promote well-being on a lifelong basis.



► **TOP BIG QUESTIONS FACING OUR YMCA**

A **BIG Question** is an opportunity or threat to which our YMCA must respond. Usually, it is beyond the scope of our organization’s current strategies, thus requiring a new one.

- **How do we address the financial challenges of meeting operational needs, building endowment, and funding capital projects so we can retain highly qualified staff and ensure the long term viability of the Y’s programs and facilities?**
- **How do we strengthen our community through programs and services to promote Youth Development, Healthy Living, and Social Responsibility?**

► **OUR ORGANIZATIONAL IMPACT AND STRATEGIES**

We plan to have a greater **organizational impact** in our community by developing sound strategies in addressing our top Big Questions. **Strategy** is defined as a “coordinated set of actions designed to create and sustain a strategic advantage in achieving a non-profit’s mission.” We will assess our achievement and impact in executing these strategies through identified success measures.

ORGANIZATIONAL IMPACT STATEMENTS	ORGANIZATIONAL STRATEGIES
<p>We will address the financial challenges of building endowment, funding capital projects, and meeting operational needs to ensure long term viability of the Y.</p>	<p>Strategy 1: We will create an annual development plan to maximize fundraising efforts that increase our investment portfolio and support operations.</p>
	<p>Strategy 2: We will effectively meet capital reserve needs and invest in our facilities to best maintain the Y’s physical assets.</p>
	<p>Strategy 3: We will leverage the power of collaboration to build greater capacity and strengthen programs and services.</p>
	<p>Strategy 4: We will create a healthy mix of earned revenue, grants and charity dollars to assure sustainability and ensure that the Y is accessible to all.</p>
<p>We will deliver programs and services that strengthen our community by promoting Youth Development, Healthy Living, and Social Responsibility.</p>	<p>Strategy 5: We will ensure access, inclusion and engagement to promote our mission.</p>
	<p>Strategy 6: We will strive to engage 100% of the youth in our community to nurture their potential, promote healthy living and foster a sense of social responsibility.</p>
	<p>Strategy 7: We will develop, support, and retain cause-driven staff and volunteers to provide enduring leadership for all programs.</p>
	<p>Strategy 8: We will strive to engage the seniors in our community to nurture the potential of seniors, promote healthy living and foster a sense of connection.</p>
<p>We will elevate our image and expand our impact as a vital and leading cause-driven charity in our community.</p>	<p>Strategy 9: The Y effectively leverages its brand to better reflect its wide array of programs and services.</p>
	<p>Strategy 10: We will expand our impact by extending our reach to greater Lincoln County.</p>