



FOR YOUTH DEVELOPMENT®
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY

ENVISIONING OUR FUTURE IMPACT:

Our Strategy Roadmap

**Boothbay Region YMCA
2022 and beyond**

July 2022

Dear Y Friends,

It is an exciting time for us at the Boothbay Region YMCA as we build for the future. Several months ago, we engaged volunteers, staff and key community stakeholders in a strategic planning process. We looked at internal and external data, assessment of our own strengths and opportunities as an organization, time analyzing our current impact, areas of unmet need in the community, and discussing every idea that emerged, which helped us prioritize and select the most meaningful and appropriate work.

The results have led to a clarified impact statement and vision, centered on four strategies that align with our continued commitment to: youth development, healthy living, and social responsibility. Our strategies detailed in the plan serve as the foundation for enabling and supporting the programmatic work we have committed to through this process. In order to maximize the impact of those strategies, as an organization, we recognize the need to increase our internal capacity (or ability to do the work) in several areas, like increasing our focus on developing cause-driven leaders, expanding our collaborative partnerships in the community, maximizing our brand and sustaining our impact. While we have a new roadmap for our future, who we are has not changed. Our values of caring, honesty, respect and responsibility are absolutely at our core to. They have driven and will continue to drive our behavior as a cause-driven organization. Our mission embraces those values and sets a purpose for our work.

On behalf of the Strategic Planning Task Force, we would like to thank our community stakeholders for their engagement in assisting the Real Time Strategic Planning Task Force to frame our plan. This work has enabled the YMCA to script a Strategic Road Map that will guide us, keep us on our Mission, and help the YMCA to remain an integral part of the community's fabric.

We are excited to implement our Strategic Plan and want to thank all of you for your support and input to develop this plan, making us a stronger community.

Bruce Harris, RTSP Chair



Andy Hamblett, CEO



STRATEGIC PLANNING COMMITTEE

Bruce Harris, Strategic Planning Chair

Andy Hamblett, CEO

Sarah Clifford

Robbie Watts

Charlie Britton

Judy Ryan

Meagan Hamblett, Executive Director–YMCA Alliance of NNE



OUR MISSION

Overall purpose of the organization.
What we do, for whom we do it, and
the benefit.

To strengthen individuals, families and 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 IMPACT

Our purpose plus our vision

We are a catalyst for transformative good in our community by connecting people to their potential and purpose.

OUR CAUSE

Why we exist, our mission in action

To strengthen the foundations of our community.

OUR FOCUS

For Youth Development, For Healthy Living, For Social Responsibility

OUR STRATEGIC ADVANTAGES

“Traits” to be leveraged in our strategy. Our unique assets and outstanding execution.

- Our investment in multi-use facilities, including Camp Knickerbocker property.
- Our visibility and central location with close proximity to the schools, St. Andrews Village, and other community resources.
- Opportunities for all ages to interact and learn together in a variety of high-quality, mission-driven programs that are affordable, accessible, fun and safe.
- We are part of a highly regarded national organization with a common cause of strengthening communities.
- Strategic practice of collaboration and partnerships and willingness to pivot to meet community needs.
- Focus on impact programming.
- We believe that “The Y is for All” and our policies and practices ensure affordability to promote accessibility, diversity and inclusion.
- The Y has professional staff and volunteers that are dedicated to and model behavior to enrich lives, strengthen community and drive social change.
- A loyal, historic donor base with a legacy of generational giving
- Year-round commitment to supporting working families by providing high quality, child care, school-age programs and camp options

Our strategy must:

ENSURE SUSTAINABILITY

Generate a healthy mix of earned revenue for continued growth, relevancy and vitality.

DEVELOP RELATIONSHIPS WITH & AMONG MEMBERS, PROGRAM PARTICIPANTS AND DONORS

Take intentional steps to develop relationships with/among members and by building small, supportive communities around shared interests and activities.

DEVELOP PASSIONATE, CAUSE-DRIVEN LEADERS

Engage, develop and empower cause-driven leaders and volunteers at every level who are passionate and dedicated to the Y’s mission, cause and values.

ADDRESS COMMUNITY NEEDS THROUGH PROGRAMS

Assess community trends in the areas of youth development, healthy living and social responsibility and respond with replicable programs and services that make an impact.

COLLABORATE WITH OTHERS

Leverage the power of collaboration by forming relationships with other Ys, organizations, government and businesses to build greater capacity

OUR STRATEGY SCREEN

Our “filter” that aids in decision-making & challenges our Ys thinking. Guides intentional conversations before taking on any new strategy or initiative.

OUR BIG QUESTION

**HOW DO WE BEST
BALANCE OUR THREE
AREAS OF FOCUS TO
MEET THE NEEDS OF
OUR COMMUNITY
WHILE REMAINING
FINANCIALLY
SUSTAINABLE?**



STRATEGIC PRIORITY 1:

Address Critical Community Needs

ORGANIZATIONAL STRATEGY: Engage Community Leaders to Identify and Implement Strategies to Meet Critical Community Needs.

GOAL: Identify the top 4 or 5 seasonal and year round critical social issues, the Y's role, and resources needed by August 2023.

GOAL: Create a plan to implement a behavioral health program to provide all campers access to a behavioral health professional at Camp K by June 2023.

GOAL: Expand community partnerships to identify 1 to 2 substance abuse and prevention programs that the Y can help host by June 2023.

GOAL: Convene at least 4 collaborative partners to identify strategies and develop a plan to identify, tap into and expand local regional workforce housing initiatives to help provide staffing solutions for the Y by September of 2023.

STRATEGIC PRIORITY 2:

Sustainability of the Y's Value Proposition

ORGANIZATIONAL STRATEGY: Sustain the YMCA's Community Impact

GOAL: Complete a mission cost analysis of the Y and establish a Task Force to develop a plan and recommendations to the Board for the long-term sustainability of the Y by March of 2023.

GOAL: Develop and implement a Salary and Wage Administration plan by April 2023.

GOAL: Identify benefits to aid in the recruitment and retention of staff by April 2023.

GOAL: Reconvene the BRYMCA/CLC YMCA Shared TF by Feb. 2023 to identify shared services and collaborative opportunities.

GOAL: By January of 2023, create a Fund Development Plan for the community phase of the A Greater Impact Campaign, supports growth in the Annual Fund and sponsorship, and framework for a planned giving program.

STRATEGIC PRIORITY 3:

Awareness of the Y's Work

ORGANIZATIONAL STRATEGY: Engage Community in Promoting the Y's Story and Impact

GOAL: Develop and implement a comprehensive communication and marketing plan which integrates the Annual Campaign, Community Impact, Membership, Programming, and Employment by August 2023.

GOAL: Host an annual "Community Leaders Forum" to engage key stakeholders and inform them on the Y's Strategic Road Map and strategies by June 2023.

GOAL: Rekindle and host a "Youth Summit" for the Fall of 2023

STRATEGIC PRIORITY 4:

Access For All

ORGANIZATIONAL STRATEGY: Provide Access to Our Diverse Community

GOAL: Convene a Task Force to review, assess, and make recommend changes to the language and material the Y produces, to ensure inclusivity by February 2023.

GOAL: Revisit and modify the Membership for All structure to identify and implement at least 3 strategies that address one or more of the following by Sept. 2023:

- Accessibility / Affordability of the Y

- Easier application processes that eliminate applicant barriers.

- Awareness and participation

GOAL: In partnership with other community organizations, create and implement a schedule of Monthly events for each of the following target audiences: families, teens, seniors, and young adults. Delivery by January 2023.