



BECKET-CHIMNEY CORNERS YMCA

Camps and Berkshire Outdoor Center

STRATEGIC PLAN

2017-2019



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Mission

To put Judeo-Christian principles into practice through programs that build healthy spirit, mind and body for all.

Vision

BCCY provides positive, **life-changing rustic outdoor** experiences that build **healthy spirit, mind and body**. We are **welcoming, accessible** and centered around **youth development, healthy living and social responsibility**. We will continue to work to **preserve the traditions** and our programs by fostering our **staff talent** and practicing **responsible financial planning** as we seek to expand our **outreach** to a more **diverse community**.

Within our **supportive environment**, individuals can **unplug, be themselves, try new things**, and make **life-long friends**. We challenge youth to develop **character** and **confidence** into adulthood and prepare them to be future **global citizens**.

Our vision will be accomplished through our **best-practices** and **passionate team**, who are **good stewards** of resources and finances, and are supported by an **actively engaged board, parents, alumni, and community**.

Strategic Profile

Trusted, long-standing YMCA providing rustic camp experiences where individuals form life-long relationships and develop leadership skills and character.

- Highly-desired camp experience steeped in rich history and traditions
- Well-established boys and girls camps, outdoor center, and international program experiences
- 1,350 rustic acres in the Berkshires for outdoor, healthy living
- Welcoming, accessible and inclusive of a diverse community
- Supported by an actively engaged community of alumni, parents, volunteers and donors
- Talented, passionate staff and volunteers are positive role models

Brand Essence

Changing Lives for Good

Positioning Statements

- For **youth** who want to **unplug and be themselves**, the BCCY provides programs in a **beautiful, natural environment** where they want to spend their time making **life-long friends** and **building confidence** as they **try new things**.
- For **parents and educators** who want to **give** their children **positive, life-changing experiences**, the BCCY **partners with parents** to provide programs in a **beautiful, natural environment** where youth can **unplug** and spend their time forming **life-long friendships** as they **try new things**, develop **character**, and **learn leadership and life skills** in a **supportive environment**.
- For **people inspired** to **give back** and provide **transformative experiences** to **youth today** and in the **future**, BCCY is the **well-managed, trusted steward** steeped in **history, tradition and natural beauty that changes lives**.
- For **Alumni** who have had a transformational experience that developed positive life-long friends and leadership skills in a supportive environment.
- For **staff members** who want to **make a lasting difference**, we are a **leading YMCA** with a **supportive culture** where staff can develop **leadership and career skills** and have **organizational influence** while working with a **passionate team** to create **transformational experiences**.

Long Term Strategic Goals

1. Create a stronger financial foundation through multi-year financial planning and comprehensive fundraising strategy to support completion of our strategic initiatives and an increase in endowment funds.
2. Ensure that BCCY programs are accessible to and inclusive of a diverse community.
3. Develop and implement a Best Practices approach through consistent delivery of quality programs and facilities.
4. Improve the overall bench strength, collaboration and decision making of our leaders and staff.
5. Elevate our customer relationship management strategy and processes from “good to great”.
6. Ensure that facilities are well maintained, upgraded and in good condition.

Long Term Strategic Initiatives

1. Develop a multi-year plan for improving the accessibility of our programs by identifying and eliminating the barriers preventing full participation of underrepresented groups in our community.
2. Improve our talent bench strength through leadership development, succession management and collaborative decision-making.
3. Better understand the strategic value each division delivers throughout the youth/alumni/parent/donor core experience.
4. Grow from “good to great” through the creation and implementation of an overall customer relationship management strategy and best practices.
5. Ensure that programs and facilities are annually reviewed and evaluated to meet the best practices.
6. Ensure that facilities are well maintained, upgraded and in good condition.
 - Becket Dining Hall; Dining Hall repurpose; CC Dining Hall (\$3MM)
 - Refurbish historic buildings; progress in deferred maintenance projects
7. Create a stronger financial foundation, supported by a multi-year financial plan and comprehensive fundraising strategy to (1) fund the facility and deferred maintenance projects (\$450,000), (2) grow our endowment fund through Planned Giving at 5% per year, and (3) increase annual fund giving by 5%.

2017 Goals

1. Create a multi-year financial plan and build a comprehensive fundraising strategy & program to (1) raise \$500,000 to \$750,000 towards the Becket dining hall, (2) establish our planned giving program, and (3) increase annual fund giving to \$850,000.
2. Define our diversity and inclusion goals, identify access barriers, and develop a plan for improving the diversity and accessibility of our programs.
3. Improve our talent bench strength through a strong talent management program. Improve collaboration, sharing and decision making across divisions.
4. Elevate our customer relationship management strategy and processes from “good to great”.
5. Design and implement a tool to evaluate program delivery and facility suitability.
6. Fund and begin construction of the Becket Dining Hall. Create overall plan for funding the deferred maintenance projects.

2017 Strategic Initiatives

1. Create a multi-year financial plan and build a comprehensive fundraising strategy & program to (1) raise \$500,000 to \$750,000 towards the Becket dining hall, (2) establish a planned giving program, and (3) increase annual fund giving to \$850,000.
2. Identify the populations we want to better serve. Establish a multi-year plan for improving diversity, inclusion and accessibility, including but not limited to stabilizing tuition percentage increases, refining our financial aid program, and establishing a target and metric system of evaluation.
3. Leverage Y-USA resources to develop and implement a talent management program, including succession management, coaching and career pathing, shared competencies, performance management and staff recognition.
4. Create and implement a plan to educate across divisions the strategic value each program provides throughout the youth/alumni/parent/donor core experience. Establish norms for collaboration and sharing that result in improved decision making.
5. Ensure that programs and facilities meet the needs of the customers and fit within the mission of the organization
6. Grow from “good to great” through the creation of an overall customer relationship management strategy and best practices, with established targets and metrics.
7. Fund, estimate costs, confirm and begin construction of the Becket Dining Hall. Create projections and overall plan to fund the deferred maintenance projects.

Strategic Guardrails – Priorities

1. Supports the overall strategic plan
2. Aligned with and serves the core experience of the youth/alumni/parent/donor, resulting in brand loyalty
3. Self-sustaining and affordable in the long term
4. Not disruptive to ‘busy seasons’ and/or other constrained resources
5. Risks should be mitigated, but in a proactive, not reactive way

2017 Goals & Strategic Initiatives

Goal	Strategic Initiative	Champion
1. Define our diversity and inclusion goals, identify access barriers, and develop a plan for improving the diversity and accessibility of our programs.	Identify the populations we want to better serve. Establish a multi-year plan for improving diversity, inclusion and accessibility, including but not limited to stabilizing tuition percentage increases, refining our financial aid program, and establishing a target and metric system of evaluation.	Alysa Austin
2. Improve our talent bench strength through a strong talent management program. Improve collaboration, sharing and decision making across divisions.	Leverage Y-USA resources to develop and implement a talent management program, including succession management, coaching and career pathing, shared competencies, performance management and staff recognition.	Chris Burke
	Create and implement a plan to educate across divisions the strategic value each program provides throughout the youth/alumni/parent/donor core experience. Establish norms for collaboration and sharing that result in improved decision making.	Shannon Donovan-Monti

2017 Goals & Strategic Initiatives (continued)

Goal	Strategic Initiative	Champion
3. Elevate our customer relationship management strategy and processes from “good to great”.	Grow from “good to great” through the creation of an overall customer relationship management strategy and best practices, with established targets and metrics.	Steve Hamill
4. Design and implement a tool to evaluate program delivery and facility suitability.	Ensure that programs and facilities meet the needs of the customers and fit within the mission of the organization.	Dept. Heads
5. Fund and begin construction of the Becket Dining Hall. Create overall plan for funding the deferred maintenance projects.	Fund, estimate costs, confirm and begin construction of the Becket Dining Hall. Create projections and overall plan to fund the deferred maintenance projects.	Jim Brown
6. Create a multi-year financial plan and build a comprehensive fundraising strategy & program to (1) raise \$500,000 to \$750,000 towards the Becket dining hall, (2) establish a planned giving program, and (3) increase annual fund giving to \$850,000.	Create a multi-year financial plan and build a comprehensive fundraising strategy & program to (1) raise \$500,000 to \$750,000 towards the Becket dining hall, (2) establish a planned giving program, and (3) increase annual fund giving to \$850,000.	Brenda Marsian



