Dear Friends,

We invite you to better understand the Metropolitan YMCA of the Oranges through the lens of our 2016-2018 Strategic Plan. We encourage you to share in our vision for a community made stronger through an emphasis on youth development, healthy living, and social responsibility. We ask you to join us in this work through your local YMCA.

This plan is the culmination of inquiry, engagement, and discussion among staff, volunteers and civic-minded leaders. It serves as our compass in decision-making as we continue to address the most pressing needs in our community.

The four priority areas addressed in this plan are: youth development, healthy living, social responsibility, and internal operations. Our goal is to balance both service and sustainability to ensure impact both now and for generations to come.

The Metro Y directors believe that we are poised to move our organization to a higher level of service and impact. These are trying times for our country, communities and families. We understand that in order for our Y to make lasting, meaningful and positive change affecting thousands of people, we must be intentional and strategic in our cause-driven work.

This plan paves that intentional and thoughtful pathway to success, and allows us to facilitate quality, progress and compassion as a united YMCA association, dedicated to strengthening community.

Yours in service,

Richard K. Gorab
President and CEO
Metro YMCAs of the Oranges

Ted Foung
Strategic Planning Committee Chair
Metro YMCAs of the Oranges
OUR FOUNDATION
On October 15, 1885, industrialist Samuel Colgate, revivalist Dwight L. Moody and YMCA professional Sumner F. Dudley convened a group of church leaders to charter a YMCA “for civic and cultural improvements to the Oranges.” As the largest association of YMCAs in New Jersey – and now one of the largest in the United States, the Metropolitan YMCA of the Oranges has an amazing opportunity to enrich the lives of thousands of children, families and adults through programs that build spirit, mind and body. Our branches offer a diverse and unique array of programs for people of all ages including child care, summer camps, wellness, aquatics and before and after school programs.

THE MISSION
Strengthen community through youth development, healthy living and social responsibility

IMPACT STATEMENT
People we serve will be stronger, healthier and feel supported. They will be more connected and more responsible to each other and to the community. Youth will feel safe and empowered to achieve their highest potential. As a result, our communities will thrive and people will grow closer together.

STRATEGIC ADVANTAGES
The following traits capitalize on our unique assets and outstanding execution:
• A highly recognized, respected and trusted brand with a proven history of impacting lives.
• An operating model that allows us to adapt to changing community needs.
• Cause-driven staff and volunteers who understand and live the mission.
• Scope, breadth and quality of services that allow people of all ages and abilities to improve themselves and their families.
• Influence and ability to convene community leaders for the greater good.
• Highest level of safety in everything we do.
• Welcoming and accepting for all.
• Financial assistance is available to those in need.

STRATEGY SCREEN
Set of criteria we will use to discern whether a particular strategy is congruent with our desired impact and priorities.
Will our strategy:
• Align with our mission and impact?
• Further protect and promote our brand?
• Enhance our position as a cornerstone organization?
• Leverage our strategic advantages?
• Create a new collaboration or partnership that is consistent with our mission or leverage and existing one?
• Be financially viable and sustainable?
• Have a measurable and credible outcome?
• Balance the risk and benefits?
• Match our capacities and resources and decide whether or not we are the best to deliver or build capacity to deliver?
Youth Development

Execute an all-inclusive methodology to personal growth in our youth programs to demonstrate improvement in life skills and academic proficiency.

Increase access for youth so they can take advantage of Y out-of-school programming.

Increase academic focus of Y programming.

Support the innovation of new programs and strengthen existing models focused on family programming.
Healthy Living

Encourage individuals to pursue sustainable healthy lifestyles and prevent chronic diseases by taking a holistic approach to total wellness in spirit, mind and body.

Increase collaborations and partnerships to address community needs in a public-health focused environment.

Increase the workplace wellness outreach.

Align the membership model with the changing demographics of the community.
Social Responsibility

Engage a network of volunteers, staff, donors and advocates to strengthen the social connectedness to ensure that our increasingly diverse, underserved and isolated communities are supported by the Y.

Develop and grow the volunteer base.

Increase engagement of community leadership on our boards.

Advance diversity and inclusion to ensure all have access to the Y.

Build, strengthen, and grow the leadership competencies of our boards and volunteers.

Maintain and enhance sound policies that provide the foundations for a safe environment.
Internal Operations

Implement internal operations that ensure consistent quality results and financial growth to generate resources that will affect positive change.

PRIORITIES

Demonstrate a commitment to staff through an investment in their professional growth.

Determine long-term capital requirements based on projected needs of the community.

Leverage marketing, communication and messaging to strengthen the communities we serve.

Audit program offerings and develop a program delivery model that best utilizes our resources and talents.

Enhance technological systems to strengthen operational efficiencies.

Develop a culture of philanthropy that generates the resources to achieve organizational goals.

OBJECTIVES

Grow our financial capacity.
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P 973 673 5588

FAIRVIEW LAKE YMCA CAMPS
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Newton, NJ 07860
P 973 383 9282

SOUTH MOUNTAIN YMCA
13 Jefferson Avenue
Maplewood, NJ 07040
P 973 762 4145

SUSSEX COUNTY YMCA
15 Wits End Road
Hardyston, NJ 07419
P 973 209 9622

WAYNE YMCA
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Wayne, NJ 07470
P 973 595 0100

WEST ESSEX YMCA
321 S. Livingston Avenue
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The YMCA is a 501(c)3 non-profit organization.