



STRATEGIC ROAD MAP METROPOLITAN YMCA OF THE ORANGES 2023-2025

A future where everyone thrives.

WHO WE ARE



Our Mission

Strengthen community through youth development, healthy living and social responsibility



Our Vision

A future where everyone thrives.



Our Organizational Values

Our four core values of **Caring, Honesty, Respect, and Responsibility** unite us as a Y with a common cause. They are the shared beliefs and essential principles that guide our behavior, interactions with each other, and decision making.



We serve

The Y is an inclusive organization open to all. We welcome all people regardless of ability, age, background, ethnicity/race, faith, gender identity or sexual orientation. The Y believes that, in a diverse world, we are stronger when we are inclusive, when our doors are open to all, and when everyone has the opportunity to learn, grow, and thrive.



Our primary market is the geographic area of

Our service area is a broad swath of northern and northwest New Jersey in Essex, Sussex, Bergen, Passaic, and Warren Counties. Additionally, our resident camps have statewide and tri-state reach.

Branches include: East Orange YMCA | Fairview Lake YMCA Camps | Greater Bergen County YMCA
South Mountain YMCA | Sussex County YMCA | Wayne YMCA | West Essex YMCA



Our programs include

Aquatics | Camp | Childcare | Health and Wellness | Youth and Teen | Membership
Social Responsibility Initiatives | Financial Assistance



Sustained by funding from

- Program
- Membership
- Contributions and Grants
- Other

OUR STRATEGIC ADVANTAGES

Our Strategic Advantages are the Y's unique assets and expertise that distinguish our organization from others; by leveraging these powerful strengths we will keep our Y vital and thriving:

- A highly respected, recognized, and trusted brand with a proven history of impacting lives
- Expansive range of quality programs and services that allow all people to improve themselves and their families
- Financial assistance provided to ensure all have a place at the Y
- Exceptional stewards of resources that allow us to grow, respond to new opportunities, and to address community needs
- Commitment to safety in everything we do with a laser focus on child protection and athletics
- Ability to convene community partners to make positive change
- Our expertise, excellence, and economy of scale in child care and camp programming to meet the developmental needs of children and families
- Two resident camps, one with year-round programming
- Our cause-driven culture is focused on building strong and transformational relationships with members, staff, and community partners



CRITICAL SOCIAL ISSUES

Through the planning process, our Y identified many critical social issues and challenges facing our communities; directly and in partnership with others, we aim to address the following in this plan:

- Mental and social well-being
- Cultural divides and inequity
- Health disparities and chronic disease
- Access to quality, year-round child care and youth development services
- Affordability and socio-economic barriers



STRATEGY SCREEN FOR DECISION MAKING

This set of criteria can help us determine whether any new strategy or initiative aligns with who we are as an organization. By using this strategy screen to guide our decision-making and dialogue, we will ensure that future strategies and initiatives align with our strategic plan.

How does the new initiative or strategy:

- Align with or advance our mission, vision, and values?
- Advance us to future objectives?
- Further protect and promote our brand?
- Enhance our position as a cornerstone organization?
- Leverage our strategic advantages?
- Consider a new or leverage an existing collaboration or partnership that is consistent with our mission?
- Be financially viable and sustainable?
- Have a measurable and credible outcome?
- Balance risks and benefits?
- Consider our capacities and resources and whether we are the best to deliver on this, or can we build our capacity to deliver?



OUR BIG QUESTIONS

Through the process, we identified a number of threats and opportunities facing the Y. The following are the top priority Big Questions we are focusing on with this plan:

- How do we attract, develop, and retain quality staff and volunteers?
- How do we increase charitable giving to grow our resources and impact?
- How do we ensure diverse revenue sources and long-term sustainability?
- How do we position the Y as a community partner to leverage opportunities, growing impact and reach?
- How do we adapt to community needs and stay ahead of evolving trends?
- What is needed in capital development and renovation to best meet the needs of our branches and communities?



OUR STRATEGIC PRIORITIES & STRATEGIES

Vision: A future where everyone thrives.

Strategic Priorities	Operational and Programmatic Strategies
<p>Expand services, opportunities, and collaborations for all (Program)</p>	<p>Community Needs: Adapt to community needs and stay ahead of evolving critical issues and trends.</p> <p>Growth: Deliver on best practices to engage more individuals and families.</p>
<p>Develop committed and connected cause-driven leaders and partnerships (People)</p>	<p>Staff and Volunteer Development: Focus on attracting, developing, and retaining quality staff and volunteers.</p> <p>Partnerships: Position the Y as a community partner to leverage opportunities, increasing impact and reach.</p>
<p>Ensure a safe and sustainable future (Capacity)</p>	<p>Financial Sustainability: Develop diverse revenue sources to support a healthy business model and long-term sustainability.</p> <p>Philanthropy: Increase charitable giving to grow our resources and impact.</p> <p>Risk Management: Ensure a safe and secure environment for all.</p> <p>Capital Development: Optimize our branches through capital expansion and renovation to best meet the needs of their communities.</p>

