



FOR YOUTH DEVELOPMENT[®]
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY



COMMITMENT TO CAUSE

.....
Metropolitan YMCA of the Oranges
STRATEGIC PLAN 2019 – 2021

Dear Friends,

We invite you to better understand the Metropolitan YMCA of the Oranges through the lens of our 2019-2021 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.

Our four strategic priority areas addressed in this plan are: serve more people, strengthen organizational capacity, communicate our impact to inspire others to join us, and create a safe place for all. 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 challenging 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 ensure 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



William R. Ruhl
Strategy Team
Task Force 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.” 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.

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OUR MISSION

Strengthen community through youth development, healthy living, and social responsibility.

IMPACT STATEMENT

We build community and enhance lives.

STRATEGIC ADVANTAGES

Organizational “traits” that capitalize on the Y’s unique assets or outstanding execution.

An inclusive organization open to all...

- A highly recognized, respected and trusted brand with a proven history of impacting lives.
- A commitment to on-going learning with cause-driven staff and volunteers who are dedicated to serving the mission.
- Good stewards of resources that allows us to grow and respond to new opportunities and address community needs.
- Expansive range of quality programs and services that allow people of all ages and abilities to improve themselves and their families.
- Ability to convene community leaders with purpose and intent to make positive change.
- Commitment to safety in everything we do with an exceptional focus on child protection.
- Financial assistance provided to ensure all have a place at the Y.

STRATEGY SCREEN

Set of criteria we will use to discern whether a particular strategy is congruent with our desired impact and priorities.

How 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?
- 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 or not we are the best to deliver or can we build our capacity to deliver?

STRATEGIC PRIORITY

Serve More People



ORGANIZATIONAL STRATEGIES



Acquire, engage, and retain members and program participants.



Commit to being more welcoming to underserved and under-resourced communities.



Grow impact through a focus on outreach and community engagement.



Gain a better understanding of the needs of our communities.



Expand, size, scope, and quality of programming with a focus on child care, after-school child care, and camp educational programming.

Strengthen Organizational Capacity

ORGANIZATIONAL STRATEGIES



Secure capital resources for renovation and expansion.



Execute facility development plans.



Leverage data collection and analytical tools to better understand and develop opportunities and measure impact.



Aspire to exceed financial benchmarks that result in a stronger financial position.



Implement new technology systems that support and enhance our operational effectiveness, efficiencies, and growth expectations.



Identify opportunities to engage, diversify and strengthen the pipeline of staff, policy, and branch advisory volunteers.

Communicate Our Impact to Inspire Others to Join Us

ORGANIZATIONAL STRATEGIES



Communicate cause-driven messaging that informs and inspires our stakeholders and the community about the Y's work and impact.



Provide opportunities for staff to engage, participate in, and understand the depth and breadth of our impact.



Identify and develop opportunities to attract, engage, and retain program volunteers.



Support individuals and families who desire to participate in Y programs and services through financial assistance.



Develop staff and volunteer recruitment, selection and engagement processes with cause-driven strategies that will convey the message of our cause and impact.

STRATEGIC PRIORITY

Create a Safe Place for All



ORGANIZATIONAL STRATEGIES



Implement a comprehensive Risk Management program.



Position the Y as the premier provider of aquatic safety and instruction.



Continue to strengthen our processes and systems around child protection and safety.



Develop programs that promote resiliency with a focus on youth.



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metroymcas.org

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100 North Arlington Avenue
East Orange, NJ 07017
P 973 673 5588

FAIRVIEW LAKE YMCA CAMPS
1035 Fairview Lake Road
Newton, NJ 07860
P 973 383 9282

GREATER BERGEN COUNTY YMCA
360 Main Street
Hackensack, NJ 07601
P 201 487 6600

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
1 Pike Drive
Wayne, NJ 07470
P 973 595 0100

WEST ESSEX YMCA
321 S. Livingston Avenue
Livingston, NJ 07039
P 973 992 7500



TOP 4% OF NONPROFITS

The YMCA is a
501(c)3 non-profit
organization.