

# Stronger Leaders, Stronger Communities

2020-2023

## STRATEGIC PLAN

YMCA of Metro North

[www.ymcametronorth.org](http://www.ymcametronorth.org)



FOR YOUTH DEVELOPMENT®  
FOR HEALTHY LIVING  
FOR SOCIAL RESPONSIBILITY

## DEAR FRIENDS,

The YMCA of Metro North is a powerful association of YMCA branches with deep roots in the communities we serve. Formed in 2012 when the Greater Lynn YMCA and the Melrose YMCA merged, the YMCA of Metro North alliance banded together to ensure that our communities see lasting social change.

In January 2019, I was appointed President and Chief Executive Officer of the YMCA of Metro North. It is one of the greatest honors of my life. I see so many possibilities for the Y in the coming years. Indeed, it is imperative that we build our capacity to do more. With our cities growing, our population aging, and spaces for youth and teens shrinking, the YMCA of Metro North is making commitments to expand its role as a community and regional resource to tackle these challenges.

In this strategic plan, you will learn about our intention to strengthen our board and build more leadership capacity throughout the association so we can do more. We will expand our programming and our community partnerships on a regional level to increase our impact. The Y will also advance its role as a gathering place where everyone has access to our facilities, community spaces, and programming regardless of their ability to pay.

Everyone at the Y is motivated to make this plan happen, but we need your help. As a member of the community, we want to create partnerships that advance all of our goals. Please reach out and let me know how we can collaborate with you.



**President and Chief Executive Officer**

## OUR MISSION

The YMCA of Metro North builds strong kids, strong families, and strong communities by enriching the lives of all people in spirit, mind, and body.

## OUR VISION

The YMCA of Metro North, as a charitable community-based organization with a commitment to service, will utilize its staff, volunteers, and facilities to strengthen individuals, families, and our community by providing quality social, recreational, and educational experiences while promoting honesty, respect, caring, and responsibility to all members of the community.

## OUR CAUSE

We believe that lasting personal and social change can only come about when we all work together. That's why, at the Y, strengthening community is our cause. Every day, we work side-by-side with our neighbors to make sure that everyone, regardless of age, income or background, has the opportunity to learn, grow, and thrive.



A photograph of two young boys standing outdoors. The boy on the left is wearing a red polo shirt and smiling. The boy on the right is wearing a red t-shirt with a white fire department logo that says "FIRE JPC 2 DEPT" and has his hands clasped above his head, also smiling. The background is a blurred green forest.

# OUR STRATEGIC PLAN PROMISE

**Strengthening community is our cause. That's why our strategic plan focuses on developing leadership in our organization to strengthen our role as a regional resource and serve as a hub that actively supports the needs of the people in our community.**

# GOAL 1

## **BUILD LEADERSHIP FOR LONG-TERM STABILITY.**

This includes developing an internal pipeline for the recruitment of both senior leadership and Board of Director members using existing resources, such as current mid-level management staff and advisory board members, as well as expanding leadership development opportunities for staff across the network. It also includes a revitalization of Board protocols to enhance and expand engagement.

# GOAL 2

## **FACILITATE GREATER IDENTIFICATION AND CREATION OF REGIONAL RESOURCES.**

The YMCA of Metro North will take targeted steps to build the network's brand and local identity throughout the association, develop a suite of core branch services available across the network, and expand their current volunteering program.

# GOAL 3

## **ADVANCE THE Y'S ROLE AS A COMMUNITY GATHERING SPACE AND LOCAL HUMAN SERVICES HUB.**

There will be a greater focus on the development of a cross-branch calendar of social and enrichment events targeted to two key sub populations of current and potential members: families with young children (with a focus on those currently enrolled at the Y Academies) as well as senior citizens. Branches will also further develop partnerships with local school district superintendents, as a means of both expanding access to Y services and providing solutions to current gaps in usable space and programming.



## Automotive Technology



Students are trained to diagnose and repair automotive problems in a fully equipped shop environment using training aides as well as customer and donated vehicles.

# GOAL 1

## Strategic Goal #1

## BUILD LEADERSHIP FOR LONG-TERM STABILITY.

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### STRATEGIES

- Develop the next evolution of the Board.
- Build leadership development opportunities for staff.





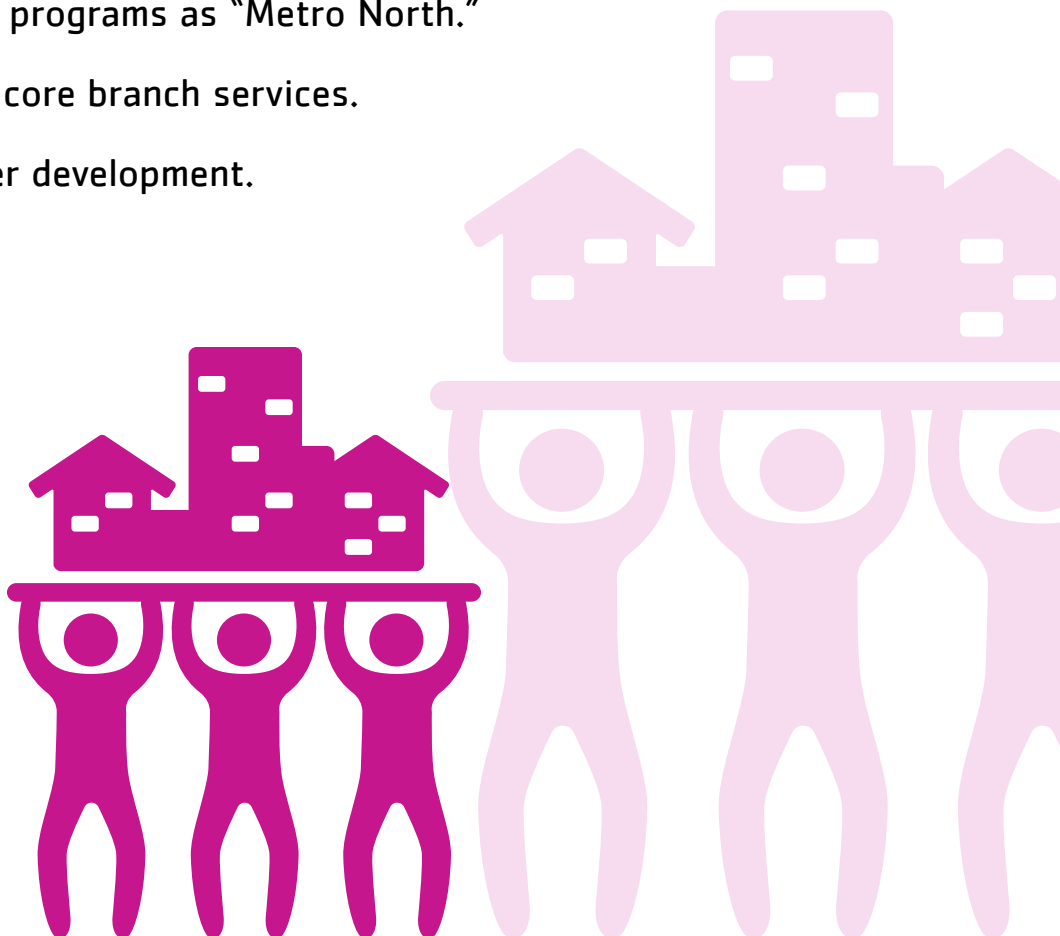
## Strategic Goal #2

# FACILITATE GREATER IDENTIFICATION AND CREATION OF REGIONAL RESOURCES.

The YMCA of Metro North will take targeted steps to build the network's brand and local identity throughout the association, develop a suite of core branch services available across the network, and expand their current volunteering program.

### STRATEGIES

- Effectively market existing assets to current and prospective members. Develop a regional communications plan that brands specific assets, events and programs as "Metro North."
- Create a suite of core branch services.
- Increase volunteer development.





## Strategic Goal #3

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## STRATEGIES

- Implement a model of regularly-held (monthly or weekly) social gatherings for local seniors (both members and non-members) across the branches.
- Execute a regular series of cross-branch social and enrichment-focused events targeted to Y Academy families.
- Develop strategic partnerships with local school districts.



# CORE VALUES

These five core values guided us through the planning process.

## Innovative.

We will be original and creative in all of our collective and individual thinking in order to best fulfill the mission of our organization.

## Inclusive.

We will strive to make the YMCA of Metro North a model of programming where all community members feel welcome and are able to fully participate.

## Impactful.

We will design our collective efforts to maximize the benefit we provide to our members and to our community.

## Intentional.

We will ensure that all of our efforts are taken deliberately and with purpose aligned to our mission.

## Inspirational.

We will endeavor to enrich the lives of members of our community with the resources to be their best selves physically, mentally, emotionally, and spiritually.

### STRATEGIC PLAN COMMITTEE

#### STAFF

Julie Gerraughty  
Robert Lowell  
Katelyn Papadopoulos  
Kathleen Walsh

#### BOARD

Andrew Demakes  
Jackie Kugell  
Steve Valenti

### BOARD OF DIRECTORS

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**Dave Gravel**  
GraVoc Associates, Inc., Vice Chairperson

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Holden Oil, Immediate Past Chairperson

**Elizabeth O'Hara**  
Eastern Bank, Clerk

**Jerome Salerno**  
North Shore Bank, Treasurer

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**Joseph Mendonca**, Adtech Systems

**Josephina Reyes**, Commonwealth Corp

**Carolina Trujillo**, Citizen's Inn

**Steve Valenti**, F.M. Valenti, Inc.