



YMCA of Greater New York
2012 BOARD SUMMIT

A close-up photograph of a pair of hands holding a small, young tree with dark soil. The tree has several thin, light-colored branches and numerous bright green, lance-shaped leaves. The hands are positioned to support the tree from the bottom and sides, with the soil resting in the palm of the left hand. The background is dark and out of focus, showing the blurred outline of a person's arm and shoulder.

BUILDING
THE FOUNDATIONS
OF COMMUNITY



New York City's YMCA
**WE'RE HERE
FOR GOOD.™**

New York City
**WE'RE H
FOR GO**

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MISSION STATEMENT

The YMCA of Greater New York is a community service organization which promotes positive values through programs that build spirit, mind & body, welcoming all people, with a focus on youth.

VISION STATEMENT

The YMCA is committed to building the foundations of—and strengthening—our communities, through nurturing the potential of every child and teen, improving New York City's health and well-being and courageously taking up the challenge of our city's pressing human needs. As a dedicated association of staff, volunteers, donors, partners and allies, we remain steadfast in our mission to build healthy, capable and caring children, adults, families and communities.

The Y pursues its important community mission with three core motivations:

Youth Development

Because we believe that all kids deserve the opportunity to discover who they are and what they can achieve, we will focus existing programs for children and teens to more clearly cultivate the values, skills and relationships that lead to positive behaviors, better health and educational achievement.

Healthy Living

Because we believe we have a responsibility to make a positive and measurable impact on the community's health, we will directly leverage our mission centered on the balance of spirit, mind and body, to strengthen and expand program offerings that bring families closer together, encourage healthy lifestyles, foster connections with others, and address community health issues.

Social Responsibility

Because we believe that all kids deserve the opportunity to discover who they are and what they can achieve, we will focus existing programs for children and teens to more clearly cultivate the values, skills and relationships that lead to positive behaviors, better health and educational achievement.

LEADERSHIP MESSAGE



Dear Friends,

We're proud to share with you the YMCA of Greater New York's Strategic Plan for the period 2012-2014. **Building the Foundations of Community** is our third strategic plan of the YMCA's current era.

For nearly a decade, our YMCA has been guided by a three-part vision which reflected the hopes and dreams of literally thousands of Y volunteers, staff, members, business leaders, elected officials and community leaders.

Our vision statement focused on three pervasive and memorable themes which captured our YMCA's most important priorities:

- **To strengthen the YMCA's position as New York City's leading youth-serving organization**
- **To strengthen the YMCA's presence in New York City neighborhoods**
- **To become a New York City destination for not-for-profit staff, civic leaders and major funders**

AN ERA OF GROWTH AND ACHIEVEMENT

As we look back through the lens of our YMCA's vision, this has been an era of remarkable growth and development. Youth participation has grown to 200,000. Important new

youth initiatives in academic achievement, healthy living and civic engagement have been introduced. We have opened new or rebuilt YMCAs in Chinatown, Downtown Brooklyn, Park Slope Armory, Bedford Stuyvesant and Ridgewood, and have projects under way in the Rockaways, Coney Island and Flushing. Our staff team continues to hit or exceed our performance targets while enjoying a strong, positive culture. We are blessed with dedicated and formidable boards and our fund development efforts continue to attract generous new friends.

As we apply our YMCA's many successes to our future planning, the adage, "If it ain't broke don't fix it" comes to mind. But as we considered our next round of planning, our leaders want to focus our priorities and goals more on the people we serve and less on the institution. We asked the question: "What difference will the YMCA make in New York City?"

A NEW YORK CITY CENTERED PLAN

To accomplish this, we introduced three new criteria into our existing values of inclusion, simplicity and inspiration: Our goals need to be external – about the children and families we intend to serve. Our goals need to be urgent – as we address some of our City's most

OUR GOALS NEED TO BE URGENT – AS WE ADDRESS SOME OF OUR CITY’S MOST CHALLENGING SOCIAL ISSUES.

OUR GOALS NEED TO BE MEASURABLE – DOCUMENTING AND DEFINING THE POSITIVE IMPACT WE WISH TO HAVE.



challenging social issues. Our goals need to be measurable – documenting and defining the positive impact we wish to have.

Currently, every YMCA in America is participating in a major campaign to revitalize the YMCA brand – to align our messaging with our impact in the communities we serve.

Fundamental to this rebranding is the reorganization of YMCA programs and services into three basic categories:

- **Developing youth**
- **Fostering healthy living**
- **Encouraging social responsibility**

This represents a major step in simplifying and clarifying our message. As a “general store” of human services, it has always been a challenge to present ourselves to our public in a way that fosters understanding and appreciation. Our new brand architecture provides us with this opportunity.

And so our YMCA will again go forward with a new three part vision, aligned, this time, with our fundamental service areas of youth development, healthy living and social responsibility. All of our programmatic goals and objectives fit into one of the three categories.

THREE DEFINING PRIORITIES

But in New York City, we want to take it one step further. In each of the three service categories we have chosen a “defining priority” that identifies a critical community challenge, maps out how our YMCA will address the issue and establishes measurable outcomes.

Consistent with our inclusive approach to planning, these three defining priorities were chosen by our YMCA audiences, both internal and external. Among the many ways we wish to have a positive impact in New York City, these will be our most important contributions.

We invite you to learn more about our plans for your YMCA in New York City and, further, we invite you to join us as we build the foundations of community in the City we love for the children and families we serve.



Diana L. Taylor
Chair, Board of Directors

Jack Lund
President and CEO



DEFINING

PRIORITIES

ARE OUR RESPONSES TO CRITICAL COMMUNITY CHALLENGES THAT IDENTIFY HOW WE WILL ADDRESS THE ISSUE AND ESTABLISH MEASURABLE OUTCOMES.

YOUTH DEVELOPMENT: Y SCHOOLS

pg.7



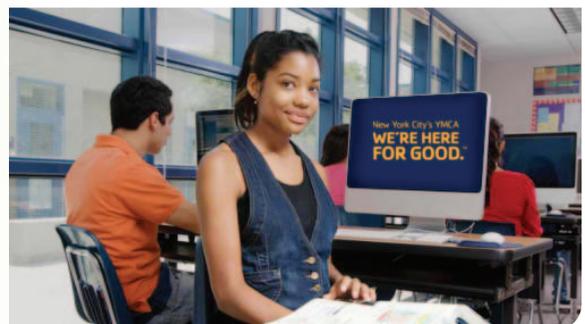
HEALTHY LIVING: YMCA STRONG KIDS

pg.9



SOCIAL RESPONSIBILITY: Y ROADS

pg.11





YOUTH DEVELOPMENT: Y SCHOOLS

New York City's education challenges are well documented. The size of the system, percentage of students living below the poverty level and increasing numbers of non-English speaking children are all contributing factors.

Nearly 40% of New York City's children don't complete high school and many who do are left poorly prepared for joining the workforce.

The percentages of students who do not complete high school are much higher in low income neighborhoods and communities of color. But the pattern is established long before high school. Success or failure in the early elementary grades has a direct bearing on success or failure in high school.

The YMCA will pilot and expand a new Y Schools program model which establishes a full time YMCA presence in its partner schools. Beyond the presence of a Y Afterschool Academy, Y Schools will bring YMCA services and programs to schools from the opening bell to day's end that develop the whole child. In collaboration with school leadership, Y schools will choose from an extensive menu of YMCA programs in health and physical education, academic support and family services. Low performing schools will be given the highest priority. By 2014, Y Schools will operate in 10 schools, serving more than 10,000 children.



MEASUREMENT

The YMCA will research and select an evidence based student monitoring tool which, like the Y's pioneering virtual Y program, measures attendance, behavior, math and reading scores and parent engagement.

An academic partner will conduct rigorous external evaluation.



HEALTHY LIVING: YMCA STRONG KIDS CARD/MVP

Childhood obesity is epidemic throughout the United States. New York City statistics are worse. Almost 40% of public school students are overweight or obese. Childhood obesity leads to adult obesity which is linked to heart disease, diabetes, cancer and other lifestyle related illness.

There is strong evidence to suggest that physical activity can help to combat obesity and its health consequences.

The YMCA Strong Kids Card, launched in 2007, provided no cost opportunities for children and youth to participate in a range of activities at their neighborhood Y. As part of the continuing commitment to create new and engaging youth physical activity opportunities, the YMCA is launching the Y-MVP program to motivate young people to increase their levels of Moderate to Vigorous Physical activity. Blending digital technologies with the wide range of YMCA youth sports and fitness programming, Y-MVP will track, assess, recognize and reward increasing MVP levels. By 2015, this interactive program will entice more than 20,000 young people to earn a variety of digital badges and tangible incentives as they set goals, track and map out their journey towards lifelong health. The ultimate goal is to empower young people to develop the knowledge, attitudes and skills to take responsibility for their personal fitness, and celebrate their accomplishments in a community that values physical activity.



MEASUREMENT

The YMCA will partner with key New York City public health leaders to capture baseline youth physical activity measures, explore changes in fitness levels and conduct a program evaluation to explore how the Y-MVP program has a positive impact on youth behaviors and attitudes towards physical activity.



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SOCIAL RESPONSIBILITY: Y ROADS

The journey to successful contributing adulthood is a difficult one for many of New York City's young people.

Low high school graduation rates, high youth unemployment and limited access to college for low income youth are symptomatic of conditions which impede the successful transition from adolescence to adulthood.

Beyond our existing comprehensive menu of teen and young adult employment skills training, college readiness and service learning, the YMCA commits to reach out to New York City's hardest to reach young people. Aligned with Mayor Bloomberg's Young Men's Initiative, the YMCA will pilot and open "Y Road Centers" in 3 high need communities. The mix of integrated services at each center will provide counseling, skills training, academic support and employment opportunities for the city's most disengaged teens and young adults.



MEASUREMENT

The YMCA will collaborate with an academic partner to measure results in such areas as job placements and retention, high school graduation, training enrollments and progress on personal success plans for each young person.



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PROGRAM PRINCIPLES



- 1.** All YMCA programs accomplish our mission by promoting positive values and by building spirit, mind and body.
- 2.** All YMCA programs are progressive, providing a continuum of age-appropriate activities from childhood through older adulthood.
- 3.** The YMCA is fundamentally a group work organization. Individuals achieve their goals through participation in groups. “Community” is both a means and an end.
- 4.** YMCA programs and services are primarily prevention focused but intervention and treatment programs play an increasing role in the YMCA’s portfolio, particularly in the areas of substance abuse, chronic disease and disenfranchised young people.
- 5.** All YMCA programs are grouped under the broad service delivery categories of youth development, healthy living and social responsibility.
- 6.** “Defining Priority Programs” are three YMCA initiatives developed in response to critical social issues as determined by a broad cross section of YMCA stakeholders that are articulated in this plan.
- 7.** All YMCA programs are developed and delivered to have the most positive impact on the largest population within available resources.
- 8.** The YMCA develops and meets best practice standards in all of its programs with special emphasis on staffing, curriculum, safety, training and certifications, measurement and evaluation.



- 9.** All YMCA programs are developed and managed by professional staff who meet all academic, experiential and certification qualifications.
- 10.** Some YMCA programs are fee-based. Many YMCA programs, especially youth programs, are supported by third party sources including contributions, grants, endowment earnings and financial resource sharing within the Association.
- 11.** All YMCA programs are governed by the Association's Strategic Program Committee and each Branch's Program Committee.
- 12.** Program Cabinets are in place for all Association program groupings, consisting of Association and Branch program professional staff. These cabinets focus on standards, training and evaluation.
- 13.** All Program Cabinets collectively comprise the Association Program Council which meets several times during the year.
- 14.** New program development and enhancement to existing programs are encouraged by Seed Grants and Program Launch Initiatives.
- 15.** The YMCA seeks to collaborate on program delivery wherever and whenever possible. Our strongest such partnership is with the New York City Department of Education.



STRATEGIC GOALS





Youth Development



1. Y After School Academy model fully implemented at all sites by 2013, and will be serving 12,000 youth daily by 2014.
2. A formal evidence-based student monitoring tool will be in place by 2012. Its goal will be to assist us in tracking student progress in collaboration with our school partners bolstering our ability to support student pathways toward graduation.
3. Y Day Camp model will serve 11,000 children by 2014 with continued emphasis on preventing summer learning loss, teaching healthy behaviors and fostering character development.
4. Y Summer Resident Camp will serve 2500 young people by 2014 emphasizing academic progress, character building and healthy living.
5. Research top national Robotics Models and implement by 2013. Goal is to have one program in every Borough by 2014 to foster scientific literacy.



Healthy Living



1. 100,000 Strong Kids Card members each year 2012-2014.
2. Food and Fun curriculum in all after school programs by 2012 with emphasis on daily moderate to vigorous physical activity.
3. Y Youth sports enrollment will grow to 10,000 by 2014 and Y Youth aquatics to 20,000, promoting lifelong healthy behaviors and character development.
4. Y adult sports and fitness programs will serve 25,000 by 2014, emphasizing healthy behaviors, skill building and social connections.
5. YMCA community health intervention programs will serve 10,000 by 2014 including Y Diabetes Prevention program enrollments of 5000, and "Livestrong" programs (cancer patients and survivors). The YMCA will be a primary referral destination for the medical community.
6. Through partnerships with Healthways and the Silver Sneakers the YMCA will enroll 4000 older adults by 2014.
7. Memberships will grow by 10,000 to 87,000 and retention to 65% by 2014.
8. Y Drug and Alcohol counseling services delivered in all five boroughs to 2000 youth clients by 2014.



Social Responsibility



1. The YMCA will provide employment to 5,000 young people, ages 16 to 25, thru 2014 cumulative.
2. The YMCA will offer pre-employment skill training through programs such as Counselor in Training, Junior Counselors, Teen Career Connection, Youth Build and Y Scholars to 1000 teens, thru 2014 cumulative.
3. Teen Academics programs (Y Scholars, Black Achievers, high school credit recovery, GED) will serve 2500 youth thru 2014 cumulative with a college admission rate of 90%.
4. Teen service learning/civic engagement programs (Teens Take the City, Youth in Government, Global Teens, Leaders Clubs, Teen Councils, etc.) will serve 2000 annually.
5. Six New American Welcome Centers will serve 10,000 immigrants annually with a focus on employment skills, citizenship classes, legal assistance partnership with CLRN, English language and literacy skills.
6. Partner with a minimum of 3 NYC agencies to provide transitional housing and related supportive service to 520 NYC residents annually.
7. International partnerships will continue to be deepened and strengthened with Haiti, South Africa, and African Alliance of YMCA's. Two more partnerships will be developed by 2014.

SUPPORTING PRIORITIES

1. Talent Management

The YMCA will be formally recognized as an "Employer of Choice by 2014.

2. Board Development

The YMCA's Board of Directors will be ranked among the top not-for-profit boards in New York City.

3. Fund Development

The YMCA will generate a total of \$75 million in private contributed support, 2012-2014.

4. Fiscal Management

The YMCA will maintain an "A-" Standard and Poor's bond rating through 2014.

5. Marketing and Communications

The YMCA will achieve clear evidence of stronger visibility and improved image among NYC audiences through 2014.

6. External Affairs

Through its partnership with government the YMCA will generate \$75 million in operating and capital support.

7. Capital Development

New YMCA's will open in the Rockaways and on Coney Island.

8. Property Management

Increase capital investment and reduce deferred maintenance inventory through 2014.

9. Information Management

The YMCA's "CONNECT" initiative fully implemented by 2014.

10. Measurement

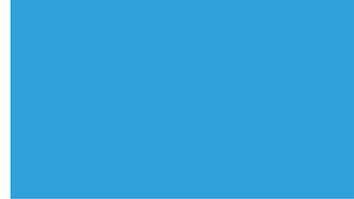
The YMCA will collaborate with research partners to measure academic achievement, healthy behaviors and college/career readiness in our three defining priority programs.

ASSOCIATION GOALS



Talent Management

1. Organizational culture scan scores will improve 5% from 2010 to 2014.
2. Staff development plans aligned with leadership competency model in place for managers in 2012 and all full-time staff in 2013.
3. New recruitment and selection program piloted in 2012 and in place by 2013.
4. Staff will adequately reflect the diversity of the New York City marketplace.
5. Undergraduate and graduate internships programs will be implemented fully by 2014.
6. Analysis of the Association's compensation program completed by 2014.
7. "Employer of Choice" recognition received by 2014.



Board Development

1. Board to welcome 10 top civic leaders (including 3 transformational leaders) to the Board by 2014.
2. Board leadership succession in place through 2017.
3. Annual Board Summit attendance averages 300.
4. Boards' diversity reflects New York City demographics.
5. Board Emeritus welcomes 6 new members by 2014.
6. Real Estate Committee underway in 2012.
7. Board development/engagement plan in place at every branch by 2012.
8. New boards in place in Rockaways by 2012 and Coney Island by 2013.



Fund Development

1. Through 2014 grow the Strong Kids Campaign by 20% to an annual objective of \$8,500,000.
2. \$35 million raised through Strong Kids, special events and all other operating campaigns cumulatively through 2014.
3. \$25 million raised in Next Century Capital gifts cumulatively through 2014.
4. Build the Development Committee, Next Century Capital Committee, and special event volunteer infrastructure to achieve and exceed the fundraising objectives.
5. Increase the Heritage Society membership by 200 through 2014.



Fiscal Management

1. Maintain bond ratings and credit worthiness.
2. Balance operations and fund reserves each year.
3. \$6 million in capital debt retired.
4. Continued stability in key ratios:
 - Liquidity @ 1.50 to 1.
 - Debt service coverage @ 1.25 to 1.
5. Resources and Reserves process enhanced.
6. Continuing improvement in financial transparency; enhanced public disclosure.
7. New program research and development fund established in 2012.
8. Unqualified independent audit received each year.



Marketing and Communications

1. Complete the transition to the revitalized YMCA brand architecture and visual identity plan throughout the Association.
2. Develop and implement an effective social/digital media strategy that enhances the online member experience and meets the needs of constituents.
3. Achieve the established communications strategies to further enhance the perceived value of the YMCA brand.



External Affairs

1. Government operating support averages 15% of total income.
2. Major health partnership in place by 2013.
3. Significant public/private partnership in place by 2014.
4. New collaborations with the Department of Education.
5. Cumulative capital funding goal of \$15 million through 2014.



Capital Development

1. Revised "Next Century" Capital Program approved by board in 2012.
2. Rockaways YMCA opens in 2012.
3. Completion of Prospect Park Aquatics Center in 2012.
4. Coney Island YMCA opens in 2013.
5. Flushing YMCA under way in 2014.
6. Site Control on New Harlem YMCA in 2012.
7. One additional Phase 1 project identified in 2012.
8. All branch projects prioritized and scheduled, 2012-2014.



Property Management

1. Increase FAP scores by an additional 5 percent.
2. Re-branding of branch buildings underway in 2012.
3. All Local Law 11 projects underway in 2012.
4. Complete design standards and publish 2012.
5. Increase capital investment in existing inventory – study plan for Capital Endowment fundraising.
6. Complete scheduled deferred maintenance projects through 2014.
7. Complete repair of YMCA Camp dams by end of 2012.
8. Energy program in place in all branches by 2013.
9. Complete energy benchmarking in compliance with Local Law 84.
10. Completion of Housekeeping Standards implementation beginning 2012



Information Management

1. CONNECT optimization process continues to enhance existing back office functions in support of mission objectives.
2. Second generation evolution of the managed services model fully in place by 2012.
3. Third generation network, server and point of sale environment online by 2013.
4. CONNECT Pillar III project fully defined as to scope and cost, customer relationship management suite of products on stream by 2014.

Measurement

1. By 2012, web-based student information system is in place in all after school programs.
2. By 2012 healthy behaviors measurement in place in selected youth programs
3. By 2013, college/career readiness research underway in selected teen programs
4. Diabetes prevention measurements fully implemented in YDPP in 2012
5. "Tipping Point" measurements established in all New Americans programs by 2013

GLOSSARY OF TERMS

- **Food & Fun** is an evidence-based program that works with the entire family to create and maintain a healthy lifestyle through education, encouragement and support. By teaching a holistic approach of regular physical activity, healthy food choices and building strong relationships, Food & Fun collaborates with families in their quest to achieve a healthy living environment at home.
- **YMCA Diabetes Prevention Program** is a group behavior-change class that helps people at high-risk for developing type 2 diabetes reduce their chances of developing the disease. This unique program is based on research funded by the National Institute of Health and the Centers for Disease Control and Prevention, which showed that by eating healthier, increasing physical activity and losing a small amount of weight, a person with pre-diabetes can prevent or delay the onset of type 2 diabetes.
- **LiveStrong at theYMCA** is a partnership between the Y and LIVESTRONG®, offering a free personalized physical activity and well-being program designed to help adult cancer survivors achieve their holistic health goals. This unique, research-based program offers people affected by cancer a safe, supportive environment to participate in physical and social activities focused on strengthening the whole person.
- **Y After School Academy** focuses on the holistic development of 15,000 youth during the critical hours between the end of the school day and before their parents return home from work. By creating a seamless day for children where regular academic curriculum interacts with and is enhanced by after-school activities that promote healthy lifestyles, character building and a love for learning, the Y plays an integral role in the academic and social success of each participant.
- **Y Scholars** helps all students and their parents realize that college is a real and attainable option. Each year, Y Scholars is introduced to a new class of sixth graders, leading them through high-school on a seven-year path to college. By providing an array of case management, mentoring and coaching, students build self-esteem, develop positive social skills, and learn effective problem solving, conflict resolution and teamwork.
- **Youth & Government** teaches young people how our nation's democratic process works by taking issues they are passionate about and becoming engaged through the debate of public policy, writing of legislation and an experience to take over the State Legislature. Some of the legislation proposed by Youth & Government participants has gone on to be presented by actual legislators and signed into New York State Law.

- **Teens Take the City** offers young people the opportunity to roll-up their sleeves and get involved in issues affecting them and their community. This dynamic civic engagement and service program, inspires young people to become agents of change through civic participation. Participants spend eight months exploring issues impacting their communities, learning about city government's process for policy change, creating policy proposals and engaging in service projects.
- **YouthBuild**, in collaboration with the Board of Education's GED Plus program, offers an alternative style of education. This comprehensive youth and community development program provides vocational training in construction, individual counseling and leadership development opportunities for at-risk, unemployed and out-of school youth that extends students opportunities and resources even after graduation.
- **New Americans Welcome Center** serves as a safe haven where the area's growing immigrant community can access free multi-lingual educational, vocational and recreational services, including citizenship participation, English language training and access to legal services. Key to the Y's service delivery model are partnerships with other community organizations, which ensure every participant and their family has the support they need to more easily assimilate into American society.
- **Global Teens and Youth Ambassadors** empower and inspire a new generation of global leaders. Through a year-long process and summer service-abroad experience, the Y encourages an appreciation for diversity and importance of inclusion among the world's many cultures and people.
- **Board Summit** is the annual gathering of over three-hundred YMCA Association and Branch Board members and staff leadership to discuss the state of the Y and develop strategies to achieve our shared vision for the future.
- **Connect Initiative** is the Association's plan to pursue technological advances that improve efficiency, as well as administrative and service functions.
- **Culture Scan** is the Association's internal survey that provides an in-depth understanding of our culture and employee satisfaction.
- **Defining Priorities** are our responses to critical community challenges that identify how we will address the issue and establish measurable outcomes.
- **Employer of Choice** - being an employer of choice means you have successfully built a unique organizational culture that attracts and retains the right employees who are dedicated to working for you and will go the extra mile to help you succeed.

- **Facility Accreditation Program (FAP)** is the internal review and certification process for Y branch and facility maintenance.
- **Next Century Capital Program** is a bold initiative to bring new YMCAs to under-served New York City communities.
- **Resources and Reserves** is the process that governs the sharing of resources across the Y branch system.
- **Robotics Program** is an after school program that uses robot building kits to spark a student’s imagination and creativity, while focusing on STEM (science, technology, engineering and math) curriculum requirements.
- **Strong Kids/MVP** – our YMCA Strong Kids Card provides no cost opportunities for children and youth to participate in a range of activities at their neighborhood Y. The YMCA is launching the Y-MVP program to motivate young people to increase their levels of Moderate to Vigorous Physical activity.
- **Silver Sneakers** is an innovative exercise and wellness program conducted at local Y branches that helps older adults live healthy, active lifestyles.
- **Strong Kids Campaign** is the YMCA’s annual campaign to raise funds in support of Y youth programs and provide assistance to families in need so that no one is turned away from participating in the Y due to inability to pay.
- **Y Roads** is our comprehensive menu of teen and young adult programs focused on employment skills training, college readiness and service learning. During this plan period, we will pilot Y Road Centers in high need communities to deliver targeted services to disenfranchised youth.
- **Y Schools** is a program model that establishes a full-time YMCA presence in its partner schools. Beyond the presence of a Y Afterschool Academy, Y Schools will bring YMCA services and programs to schools from the opening bell to day’s end, taking a more holistic approach to youth development.
- **Healthways** is a partner company that offers comprehensive solutions to improve well-being, decrease healthcare costs and enhance performance.

YMCA LOCATIONS

ASSOCIATION

YMCA of Greater New York
Association Offices
5 West 63rd Street, 6th Fl
New York, New York
10023
(212) 630-9600

BRONX

- 1 Bronx YMCA**
2 Castle Hill Avenue
Bronx, NY 10473
(718) 792-9736
ymcanyc.org/bronx

BROOKLYN

- 2 Bedford-Stuyvesant YMCA**
1121 Bedford Avenue
Brooklyn, NY 11216
(718) 789-1497
ymcanyc.org/bed-stuy
- 3 Dodge YMCA**
225 Atlantic Avenue
Brooklyn, NY 11201
(718) 625-3136
ymcanyc.org/dodge
- 4 Flatbush YMCA**
1401 Flatbush Avenue
Brooklyn, NY 11215
(718) 469-8100
ymcanyc.org/flatbush
- 5 Greenpoint YMCA**
99 Meserole Avenue
Brooklyn, NY 11222
(718) 389-3700
ymcanyc.org/greenpoint
- 6 North Brooklyn**
570 Jamaica Avenue
Brooklyn, NY 11208
(718) 277-1600
ymcanyc.org/north

BROOKLYN continued

- 7 Prospect Park YMCA**
357 Ninth Street
Brooklyn, NY 11215
(718) 768-7100
ymcanyc.org/prospect
- 8 Park Slope Armory YMCA**
Park Slope Armory
361 15th Street
Brooklyn, NY 11215
(212) 912-2580
ymcanyc.org/armory
- 9 Coney Island (2013) YMCA**
2980 West 29th Street
Brooklyn, NY 11224
ymcanyc.org/coneyisland

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New York, NY 10002
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ymcanyc.org/chinatown
- 11 Harlem YMCA**
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New York, NY 10030
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- 12 International YMCA**
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- 14 Vanderbilt YMCA**
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- 15 West Side YMCA**
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QUEENS

- 16 Cross Island YMCA**
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- 17 Flushing YMCA**
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Flushing, NY 11354
(718) 961-6880
ymcanyc.org/flushing
- 18 Jamaica YMCA**
89-25 Parsons Blvd.
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(718) 739-6600
ymcanyc.org/jamaica
- 19 Long Island City YMCA**
32-23 Queens Blvd.
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- 20 Ridgewood YMCA**
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Ridgewood, NY 11385
(212) 912-2180
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QUEENS continued

- 21 Rockaways YMCA (2012)**
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Rockaway Beach Blvd.
Queens, NY 11692
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- 22 Broadway Center**
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Staten Island, NY 10310
(718) 981-4933
ymcanyc.org/sibroadway
- 23 South Shore Center**
3939 Richmond Avenue
Staten Island, NY 10312
(718) 227-3200
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- 24 YMCA Counseling Services**
3911 Richmond Avenue
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