



FOR YOUTH DEVELOPMENT®
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY



LET'S GROW TOGETHER

2018 - 2020 YMCA of Delaware Strategic Plan





Dear Friends and Colleagues,

It is my pleasure to share the **2018-2020 Strategic Plan** for the YMCA of Delaware with you. Volunteers, staff and key community stakeholders worked with us to develop this plan and align our work with the most critical needs of our state.

We will work tirelessly to improve the health outcomes for Delawareans by offering services in new and innovative ways- in our facilities, community settings, and online. In the public health arena, we will specifically address the type-2 diabetes and obesity epidemics in our state and focus on cancer support and recovery.

In the years ahead, the YMCA will grow to serve new communities in a more significant way and expand our ability to serve at our existing locations. Middletown and Sussex are key priorities for us in the next few years with new facilities on the horizon.

Funding our mission work will always be a key priority. The Y will need to raise the funds to build new Y's, subsidize our work with teens, offer financial assistance to anyone who needs it, offer lifesaving water safety skills to children, narrow the achievement gap and reduce summer learning loss. This list of needs is long but so is the commitment of our staff, volunteers and community partners who help make it happen.

We pledge to help children and teenagers succeed through initiatives which ensure their success in school and prepare them for the workforce and for higher education. Young people will find caring adults, trusted advisors and food to eat – a safe haven where all are accepted. Day and resident camping, preschool, before and after school programs, and teen leadership development clubs will create opportunities for children and teens to learn, grow and thrive.

The YMCA will continue to be the welcoming place as it has been for over 160 years. If you are new to the neighborhood, the state, or this country, you will find a place to belong at the Y. Diversity and inclusion bring life and vibrancy to our YMCAs, allowing children and adults to experience other cultures, languages and ideas. This diversity is reflected in our members, our key volunteers and our workforce- it is what makes us different in a very special way.

I encourage you to join us on this journey of service to our community and help us to grow and learn through your participation, feedback and support.

Yours in service,

A handwritten signature in black ink that reads "Deborah".

Deborah Bagatta-Bowles,
Chief Executive Officer

OUR MISSION

The YMCA is an association of people of all ages, ethnic groups and religious affiliations that strives to cultivate the human potential, self-esteem, and dignity of all people. Our organization exists to develop and practice the Christian principles of love, caring, inclusiveness, justice and peace...and to enrich the emotional, physical and social life of all individuals, families and our community.



OUR PRIORITIES

Our Strategic Plan builds on the Y's strengths, affirming and deepening our work in three core areas.

YOUTH DEVELOPMENT

We believe that all children deserve the opportunity to learn new things, discover their talents and prepare for adulthood. Our Youth Development programs are designed to nurture the potential of future generations by cultivating values, skills, and relationships. Each year, we serve **more than 35,000 children and teens** across the state.



HEALTHY LIVING

As the largest nonprofit provider of healthy living programs in the state, we support families and individuals of all ages and abilities in their pursuit of a healthy life. Our evidence-based programs, including **Diabetes Prevention** and **Healthy Weight and Your Child**, utilize best practices and work to prevent chronic diseases. Our newest program, **LIVESTRONG at the YMCA**, assists those who are living with, through, or beyond cancer to regain strength, fitness and quality of life. Each branch of the YMCA serves a unique group of members from their respective communities and intentionally reduces barriers to access by providing financial assistance to those who qualify.



SOCIAL RESPONSIBILITY

The YMCA of Delaware is an inclusive organization open to all. We believe that in a diverse world we are stronger when we are inclusive. When our doors are open to all, everyone has the opportunity to learn, grow, and thrive. We focus on volunteerism, advocacy, and social services to do our part in strengthening our communities. Our Open Doors Financial Assistance Program, enables every child, family, and individual to become a member of the Y or benefit from a community-based program.



OUR COMMUNITY

Our priorities as an organization reflect the needs of our community and prioritize the areas where the Y has a unique opportunity for impact.

DELAWARE IS THE 16TH MOST DIVERSE STATE IN THE COUNTRY

1 IN 10 (OVER 90,000) DELAWARE RESIDENTS WERE BORN OUTSIDE OF THE U.S.

1 IN 11 DELAWARE RESIDENTS LIVE WITH A DISABILITY

1 IN 9 DELAWAREANS LIVE IN POVERTY

80,000 DELAWAREANS HAVE DIABETES

IN DELAWARE 10% FEWER LOW INCOME STUDENTS GRADUATE HIGH SCHOOL

1 IN 5 DELAWARE CHILDREN FACE FOOD INSECURITY

MORE THAN 250,000 DELAWARE RESIDENTS ARE OVERWEIGHT

1 IN 9 DELAWAREANS SPEAK ANOTHER LANGUAGE AT HOME

THE CANCER RATE IN DELAWARE IS 10% HIGHER THAN THE NATIONAL AVERAGE

YOUTH DEVELOPMENT



EACH ONE OF US CAN
MAKE A DIFFERENCE.
TOGETHER WE CAN
MAKE CHANGE.

**INCREASE OPPORTUNITIES FOR
YOUTH AND TEENS TO LEARN AND
CULTIVATE THE VALUES, SKILLS
AND RELATIONSHIPS WHICH LEAD
TO POSITIVE BEHAVIORS, BETTER
HEALTH AND EDUCATIONAL
ACHIEVEMENT**

**STRENGTHEN OUR
COMMITMENT TO SCHOOL
SUCCESS**

**ENSURE THAT OUR YOUNG
PEOPLE ARE SAFE AROUND
THE WATER**

**ACTIVELY SEEK COMMUNITY
OUTREACH, PARTNERSHIPS AND
PROGRAMS WHICH ENHANCE THE
LIVES OF YOUNG PEOPLE**

- Develop and implement STANDARD TEEN PROGRAMMING in all of our Ys
- Focus on HIGH SCHOOL COMPLETION, COLLEGE READINESS and WORKFORCE DEVELOPMENT
- Improve quality standards by implementing a QUALITY ASSURANCE initiative in all of our childcare programs

- Enhance summer camp programs with a goal to reduce SUMMER LEARNING LOSS in youth
- Develop new TUTORING, MENTORING AND HOMEWORK HELP PROGRAMS

- Expand the WATER WISE PROGRAM and ensure participants become YMCA members as well as enroll in on-going swim lessons
- Grow participation in SWIM LESSONS in all communities

- Develop PARTNERSHIPS with organizations that excel in areas beyond youth development, healthy living and social responsibility to bridge gaps in needed services for our youth
- Develop new SCHOOL PARTNERSHIPS

MEASURES OF SUCCESS

- Number of youth served in Y programs
- Academic performance, growth and learning mind-set
- Participation in Water Wise program
- Satisfaction of program participants
- Number of Y program sites and partnerships, and growth in participation

HEALTHY LIVING

LEAD THE STATE IN IMPROVING THE HEALTH AND FITNESS OF DELAWAREANS

- EXPAND Y services in Middletown and Sussex County to meet the needs of our state's growing communities
- GROW membership by gaining a better understanding of our changing communities
- GROW participation in diverse programs and membership offerings
- Improve member retention by developing more effective, Association-wide MEMBER ENGAGEMENT AND SERVICE STANDARDS

BE A TRUSTED RESOURCE FOR MEMBERS, STAFF AND VOLUNTEERS TO IMPROVE THEIR PHYSICAL, MENTAL AND SPIRITUAL HEALTH

GUIDE AND SUPPORT INDIVIDUALS AND FAMILIES COPING WITH HEALTH ISSUES

- Enhance quality and safety of programs by CENTRALIZING PROGRAM LEADERSHIP, developing comprehensive PROGRAM ASSESSMENTS and improving ENTERPRISE RISK MANAGEMENT
- Increase member acquisition and retention through YMCA NATIONAL MEMBERSHIP RECIPROCITY
- Ensure that DIVERSITY AND INCLUSION are at the forefront of all initiatives

- Expand youth and adult FITNESS AND NUTRITIONAL PROGRAMS as well as partnerships with organizations focused on the health and wellness to address the childhood obesity epidemic
- Increase offerings of our signature Healthy Living Programs, including YMCA DIABETES PREVENTION PROGRAM, HEALTHY WEIGHT AND YOUR CHILD, AND LIVESTRONG AT THE YMCA for cancer survivors

MEASURES OF SUCCESS

- New YMCA locations
- Number of people served
- Number of Y members
- Member retention
- Member satisfaction
- Satisfaction of program participants
- Enrollment in signature programs
- Safety metrics

- Health measures of program participants
- Number of partnerships

SOCIAL RESPONSIBILITY

ADVANCE OUR CAUSE BY INCREASING AWARENESS OF THE Y'S MISSION THROUGH COMMUNICATION, ADVOCACY AND COMMUNITY CONNECTIONS; PROACTIVELY LISTEN AND RESPOND TO OUR STATE'S CRITICAL SOCIAL NEEDS, WITH A FOCUS ON DELAWARE'S MOST VULNERABLE CITIZENS

GROW FUNDRAISING TO SUPPORT GROWING NEEDS FOR OUR STATE

FOSTER A COMPANY CULTURE OF EMPLOYEE TRUST AND ENGAGEMENT THAT POSITIONS THE Y AS AN EMPLOYER OF CHOICE, ATTRACTING AND RETAINING THE BEST AND BRIGHTEST TALENT

INVOLVE INFLUENTIAL LEADERS IN OUR COMMUNITIES TO BUILD HIGHLY IMPACTFUL VOLUNTEER BOARDS

- Develop a comprehensive MARKETING AND COMMUNICATIONS PLAN that focuses on advancing the YMCA mission impact
- Proactively seek regular INTERACTIONS AND PARTNERSHIPS with legislators, community and business leaders to understand and address community needs together
- Reevaluate our HOUSING Program at the Central Branch to better serve our community

- Improve year-round OUTREACH TO MEMBERS through better communication of our mission and impact
- Focus on GROWTH in major gifts fundraising

- Develop and implement stronger results based PERFORMANCE EVALUATION tools
- Implement a comprehensive STAFF TRAINING and DEVELOPMENT PROGRAM
- Develop a stronger STAFF COMMUNICATION PLAN to connect with employees at all levels and positively impact culture

- Implement a BOARD DEVELOPMENT PROGRAM and quality standards to improve governance as well as grow and strengthen local boards

MEASURES OF SUCCESS

- Number of volunteers
- Number of donors
- Number of board members and growth in funds raised
- Number of major gifts
- Employee satisfaction

- Members feel greater sense of belonging
- Percentage of members as donors



the

YMCA



YMCA OF DELAWARE LOCATIONS

BEAR-GLASGOW

FAMILY YMCA

351 George Williams Way

Newark, DE 19702

(302) 836-9622

BRANDYWINE YMCA

3 Mount Lebanon Road

Wilmington, DE 19803

(302) 478-9622

CENTRAL YMCA

501 West Eleventh Street

Wilmington, DE 19801

(302) 254-9622

DOVER YMCA

1137 South State Street

Dover, DE 19901

(302) 346-9622

MIDDLETOWN FAMILY YMCA

404 N. Cass Street

Middletown, DE 19709

(302) 616-9622

SUSSEX FAMILY YMCA

20080 Church Street

Rehoboth Beach, DE 19971

(302) 296-9622

WESTERN FAMILY YMCA

2600 Kirkwood Highway

Newark, DE 19711

(302) 709-9622

WALNUT STREET YMCA

(Youth Development Center)

1000 North Walnut Street

Wilmington, DE 19801

(302) 472-9622

YMCA CAMP TOCKWOGH

24370 Still Pond Neck Road

Worton, MD 21678

(410) 348-6000

ASSOCIATION OFFICE

100 W. 10th Street,

Suite 1100

Wilmington, DE 19801

(302) 571-6908

CONNECT WITH US!



WWW.YMCADE.ORG