

# DELIVERING BRIGHTER FUTURES FOR ALL



2024 - 2029  
YMCA OF DELAWARE  
**STRATEGIC  
PLAN** >

Dear Friends and Colleagues,

It is my pleasure to share the **2024-2029 Strategic Plan** for the YMCA of Delaware. Volunteers, staff and key community stakeholders partnered with us to develop this plan and align our work with the most critical needs of our state. Together, we conducted external and internal research, assessed our strengths and weaknesses, analyzed our current strategies, and explored areas of unmet need in our communities. Through this process, we were able to set priorities that reflect the needs of the people we serve and focus on the areas where the Y has a unique opportunity to make an impact.



As we began to dig into the data, several critical themes emerged. Our senior population is aging amidst a backdrop of increasing chronic disease and loneliness; youth are falling behind academically; rates of obesity are at an all-time high; many communities are divided.

In the pages that follow, you'll get a glimpse into a future of hope, health and collaboration. Our plan charts a clear direction for our association and anchors our efforts in three promises designed to empower youth, foster healthy living and promote strong communities. Together, we can ensure youth are on a pathway to success, improve the health and wellbeing of every individual and family we serve and unite our communities.

For more than 130 years, the YMCA of Delaware has responded to emergent needs throughout our state, and strengthening community has been our cause. We believe that positive, lasting personal and social change can only come about when we all work together to invest in our children, our health and our neighbors. I encourage you to join us on this journey of service to our community.

Yours in service,

Jarrett Royster,  
Chief Executive Officer



## OUR VISION

A healthy, inclusive community where all people reach their full potential.

## OUR MISSION

To empower youth, foster healthy living, and promote strong communities.

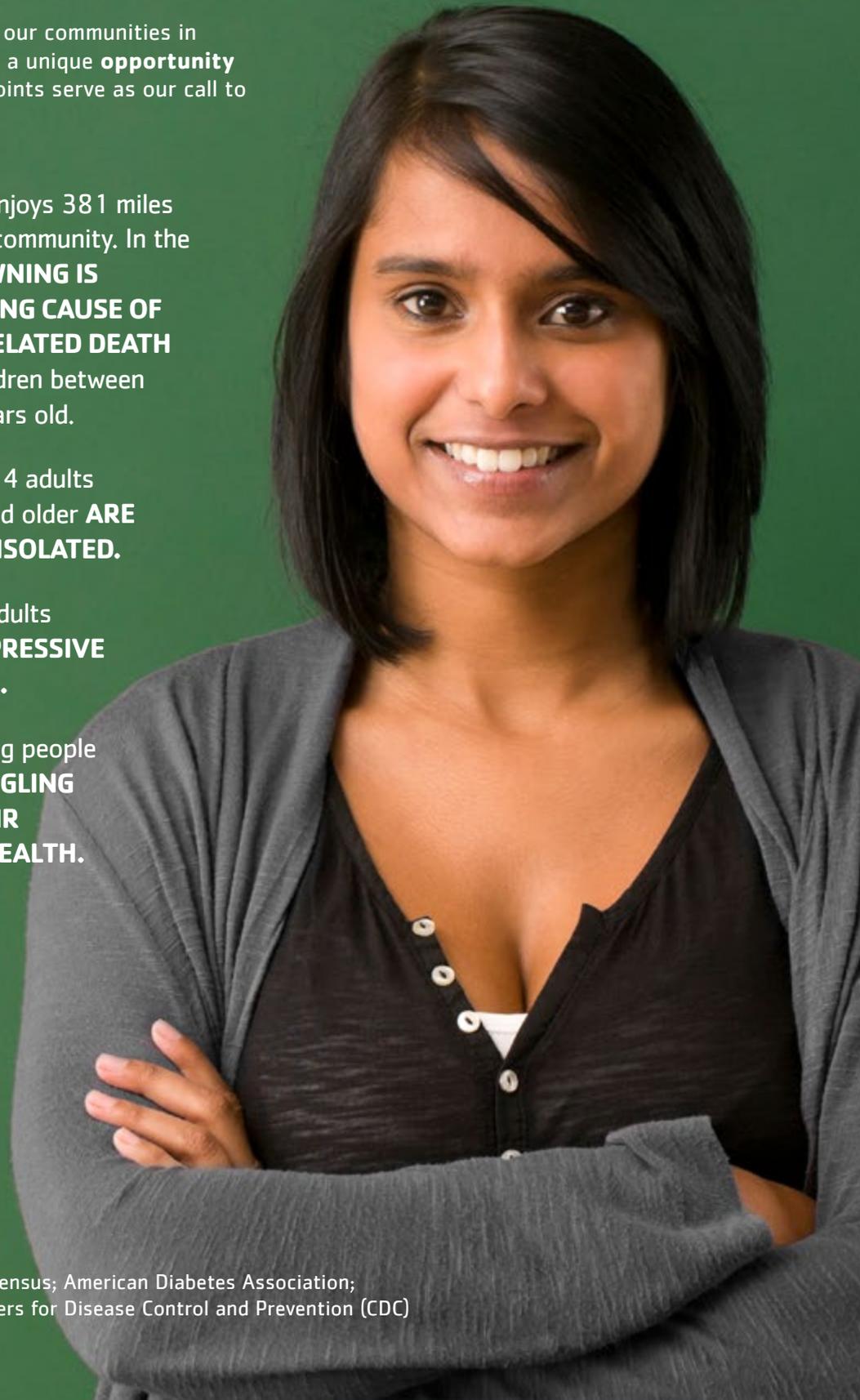
## OUR VALUES

Caring, Honesty, Respect and Responsibility

# OUR COMMUNITY

Our organizational strategies reflect the needs of our communities in Delaware and prioritize the areas where the Y has a unique **opportunity for impact over the next 5 years**. These data points serve as our call to action and commitment to our three promises.

- 1 in 3 children are **NOT KINDERGARTEN READY**.
- 59% of students (grades 3-8) are **NOT PROFICIENT IN ENGLISH LANGUAGE ARTS** and **69%** are **NOT PROFICIENT IN MATH**.
- 9.7% of people **LIVE WITH A DISABILITY**.
- 9.4% of people **LIVE IN POVERTY**.
- 13.9% of residents **SPEAK ANOTHER LANGUAGE** at home.
- 35% of adults **HAVE PREDIABETES** and 12% **HAVE DIABETES**.
- 33% of adults and 17% of public high school students reported a **BODY MASS INDEX (BMI) CONSIDERED OBESE**.
- Delaware enjoys 381 miles of coastal community. In the U.S., **DROWNING IS THE LEADING CAUSE OF INJURY-RELATED DEATH** among children between 1 and 4 years old.
- Nearly 1 in 4 adults aged 65 and older **ARE SOCIALLY ISOLATED**.
- 16.4% of adults have a **DEPRESSIVE DISORDER**.
- 1 in 7 young people are **STRUGGLING WITH THEIR MENTAL HEALTH**.



Sources: Delaware Department of Education; Delaware Census; American Diabetes Association; Delaware Department of Health and Social Service; Centers for Disease Control and Prevention (CDC)

# OUR PROMISES

Our promises are actionable, time-bound expressions of our mission. They are meant to inspire action and clearly pave a path forward to address some of the most critical issues concerning the health and wellbeing of children, adults and families in the state of Delaware.

## Ensure every youth and teen we serve is on a pathway to success

We believe all children deserve the opportunity to learn new things, discover their talents and prepare for adulthood. Each year, we serve **more than 45,000 children and teens** across the state through membership and programs. Our Youth Development programs like Summer Camp, Before & After School Enrichment, Youth In Government and Black Achievers, just to name a few, offer a safe space where everyone can explore, learn and grow.

## Improve the health and wellbeing of every individual and family we serve

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 **LEAN (Lifelong Essentials for Activity & Nutrition)**, utilize best practices to prevent chronic disease. **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.

## Unite communities and inspire service to others

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** allows every child, family and individual to become a member of the Y or benefit from a community-based program.

## OUR PROMISE

ENSURE  
EVERY  
YOUTH AND  
TEEN WE  
SERVE IS ON  
A PATHWAY  
TO SUCCESS

### INCREASE ACCESS TO EARLY LEARNING AND OUT OF SCHOOL TIME PROGRAMS

- Explore opportunities to expand [childcare and early learning centers](#) in Wilmington, Newark, Sussex County and beyond.
- Increase the number of [Before and After School Sites](#) across the state.
- Work with the state legislature to [advocate for childcare, early learning and education reform](#) in Delaware.
- Seek licensing for [Summer Camp](#) locations to ensure families needing Purchase of Care support will have access to YMCA Summer Camp programs.

### SUPPORT ACADEMIC SUCCESS

- Develop engaging [Before and After School program curriculum](#) that supports literacy, STEM and homework help.
- Partner with organizations to deliver evidence-based programs that enhance [school performance](#) and provide ways to measure success.
- Expand [Summer Learning Loss initiatives](#) in our Summer Camps.
- Develop tools and processes for measuring desired outcomes, ensuring youth are meeting developmental milestones.

### PREPARE YOUTH FOR LIFE BEYOND HIGH SCHOOL

- Expand the [YMCA's Workforce Development program](#) statewide.
- Develop a "College Quest" program and expand the [Achiever's Program](#) across the state.
- Increase participation in Youth in Government.
- Develop partnerships and increase [teen memberships](#) to address key areas that drive future success of our youth including [mental and physical health, education, career opportunities and development, friendships, mentors and food security](#).
- Build the capacity of staff to better support and meet the [diverse needs of youth](#).

### ENSURE YOUNG PEOPLE ARE SAFE AROUND WATER

- Expand [Waterwise](#) and [Swimming with Autism](#) programs statewide.
- Grow participation in [swim lessons](#), eventually progressing into opportunities for swim team, lifeguard and instructor certification, and employment at the Y.

### SUPPORT FAMILIES

- Develop a portfolio of programs that create greater value for [families](#).
- Foster [connections](#) among families in Y programs.
- Refine [Kids Zone program](#) to meet family needs and schedules while motivating children to participate.

## MEASURES OF SUCCESS

- Number of youth served in YMCA programs
- Number of youth served in evidence-based programs that enhance learning and school success
- Number of Before and After School Enrichment sites
- Number of families receiving Purchase of Care
- Number of partnerships
- Participation in Workforce Development, Achievers and Youth in Government programs
- Participation in Waterwise, Swimming with Autism, Swim Lessons and Lifeguard Certification

# IMPROVE THE HEALTH & WELLBEING OF EVERY INDIVIDUAL AND FAMILY WE SERVE



## BECOME A PREMIER PROVIDER OF HOLISTIC HEALTH SERVICES

- Utilize health navigators to **improve engagement/acquisition**. Better identify members' holistic health goals and challenges with a focus on connecting them to YMCA programs and community resources.
- Enhance the member experience by focusing on convenient, innovative and quality programs that **support the physical, mental and spiritual health** of youth, adults and families.
- Create a sense of belonging and **combat isolation** by creating opportunities for member connection.
- Develop acquisition and engagement strategies to **build lifelong members** with a focus on growing family and senior memberships.

## ADDRESS SOCIAL DETERMINANTS OF HEALTH

- Identify Delaware communities **susceptible to health disparities**.
- Develop outreach strategies in our most vulnerable neighborhoods to expose and **provide access to YMCA programs and membership**.
- Work with our health care partners to provide **Medicaid covered programs** and membership.
- Develop programs, partnerships and resources focused on **mental and physical wellbeing for Central Residents**, while ensuring a smooth transition to permanent housing.

## PREVENT CHRONIC DISEASE AND SUPPORT INDIVIDUALS ON THEIR HEALTH AND WELLNESS JOURNEY

- Increase participation in YMCA **evidence-based programs** including the Y Diabetes Prevention Program, LIVESTRONG at the YMCA, LEAN and Pedaling for Parkinson's™.
- Explore and implement new programs that **focus on childhood obesity, pediatric cancer, blood pressure, heart disease and dementia**.

## MEASURES OF SUCCESS

- Membership sales
- Membership retention
- Total memberships
- Facility access
- Member satisfaction and feeling of belonging
- Health measures of program participants
- Number of partnerships
- Program enrollment



UNITE  
COMMUNITIES  
AND INSPIRE  
SERVICE TO  
OTHERS

STRENGTHEN  
RELATIONSHIPS  
BETWEEN  
COMMUNITIES

- Ensure we are welcoming to all and provide a safe place where everyone belongs.
- Create spaces and experiences that foster equity and inclusion, promoting understanding and acceptance of people from all cultures and walks of life.
- Educate staff to better understand market demographics and develop programs and services to meet the unique needs of our diverse communities.
- Reimagine, expand and increase awareness of our Open Doors Scholarship program to provide greater access to YMCA programs and services.

EXPAND  
PARTNERSHIPS

- Work collaboratively with local leaders to address Delaware's most complex problems in youth development, healthy living and social cohesion.
- Develop corporate partnership strategy to provide unique engagement, volunteer, membership and program opportunities that support their employees' overall well-being.

STRENGTHEN  
VOLUNTEER  
OPPORTUNITIES

- Mobilize the community and YMCA members to participate in service projects across our branches and neighborhoods.
- Implement board development program and best practices to improve governance as well as grow and strengthen local branch boards.
- Develop and promote volunteer opportunities while enhancing processes and procedures to ensure a positive experience.

MEASURES OF SUCCESS

- Number of volunteers
- Volunteer and Board Member Net Promoter Score (NPS)
- Number of board members and growth in funds raised
- Members feel a greater sense of belonging
- Number of corporate and community partners
- Number of scholarship recipients
- Number of service projects executed

# OUR KEY AREAS OF FOCUS

Our key areas of focus are the driving forces behind our three promises, ensuring successful implementation of our goals.



## MEASURES OF SUCCESS

- Employee, volunteer and board member satisfaction
- Number of volunteers and board members
- Number of donors
- Percentage of members who are donors
- Total fundraising dollars
- Number of memberships and program participants
- Family and senior memberships
- Member and program participant satisfaction
- Member sense of belonging
- Number of partnerships
- Revenue growth
- Operating net
- Safety scores

### THE TEAM

Recruit, engage and inspire highly competent staff, volunteers and board members to positively impact the community and leave a legacy.

- Develop proactive recruitment strategies, positioning the Y as a premier place to work and give back to the community.
- Create a comprehensive on-boarding program, connecting employees, volunteers and board members with the mission of the Y.
- Establish a systematic approach to ongoing employee, volunteer and board member learning, development and succession planning.

### PHILANTHROPY & BRAND AWARENESS

Align the YMCA of Delaware brand story with our mission, vision, and strategic goals to foster a greater understanding of community impact and need for public support.

- Develop marketing and communication strategies that enhance brand perception.
- Grow total philanthropy dollars to have greater community impact.
- Increase total number of donors and percentage of members who donate.

### MEMBERSHIP & PROGRAMS

Provide a customer experience that promotes greater meaning, connection and achievement. Deliver high-quality services and programs with a focus on opportunities to expand our reach and provide access for all.

- Grow membership and program participation.
- Increase member satisfaction and retention.
- Develop acquisition and engagement strategies to build lifelong members with a focus on growing family and senior memberships.
- Evaluate and refine membership and program models to remain relevant in today's market.
- Ensure programs improve academic and health outcomes for youth, putting them on a pathway to success.

### COLLECTIVE IMPACT

Work collaboratively with partners to make lasting social change.

- Increase corporate, community and governmental partnerships to address Delaware's most complex issues around youth development, healthy living and social cohesion.
- Create safe and welcoming spaces that promote equity and inclusion for all.
- Increase service projects and number of YMCA volunteers.

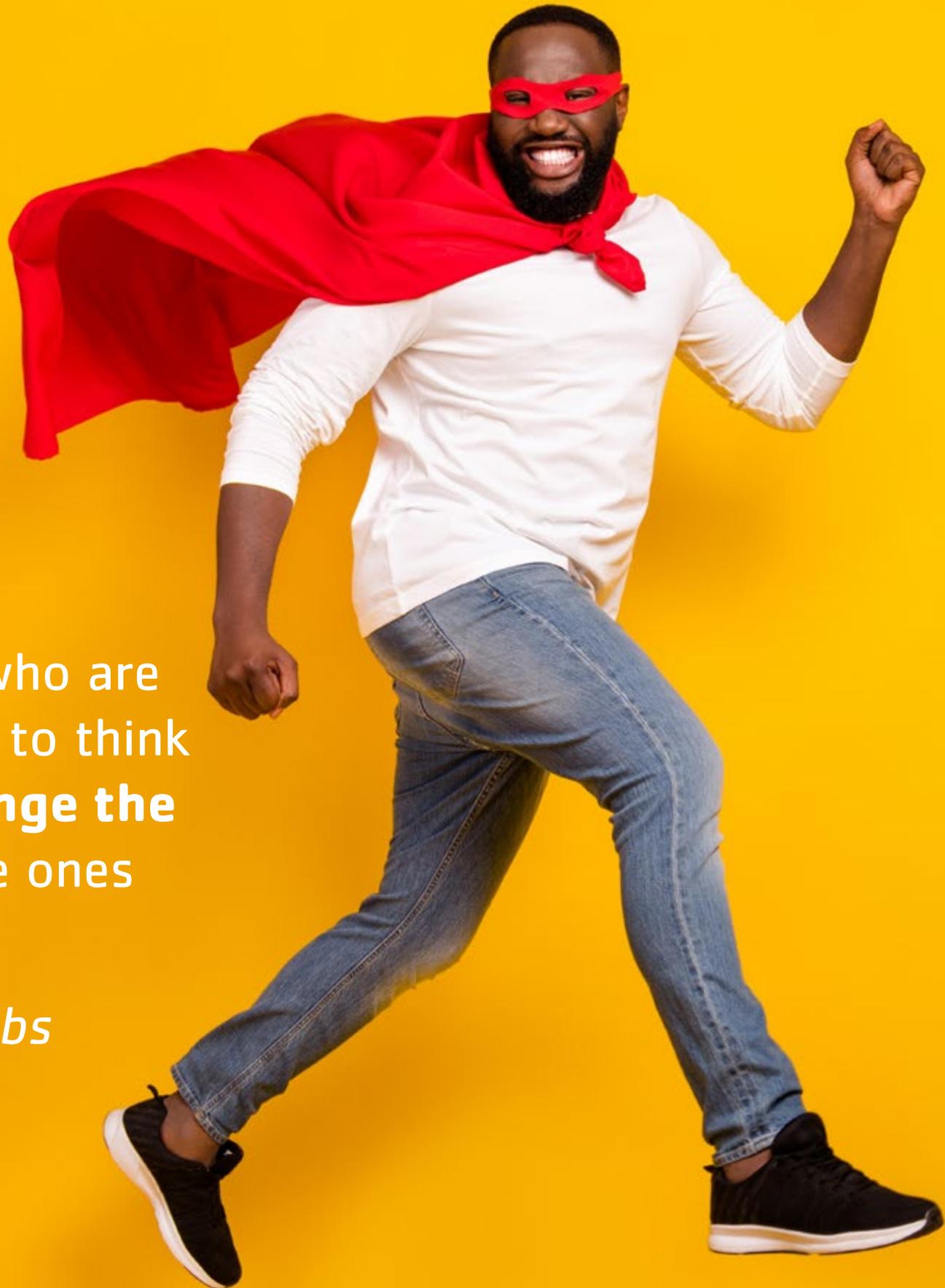
### OPERATIONAL EFFECTIVENESS

Optimize our business model to ensure a sustainable future while serving more Delawareans.

- Identify and cultivate opportunities for programmatic and geographic expansion.
- Assess business processes and resource allocation to improve effectiveness.
- Invest resources into information technologies and data management to become more efficient and improve the member experience.
- Enhance our enterprise risk management program.

“The people who are crazy enough to think they can **change the world** are the ones who do.”

– *Steve Jobs*



# STRATEGIC PLANNING COMMITTEE

John Williams, Chair

Peter DeGregorio

Bette Francis

Courtney Hoy

Ted Lauzen

Jennifer McPherson

John Morgan

Tom Myers

Linda Risk

Jarrett Royster

Thomas Wallace

Enid Wallace-Simms



# 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**

202 E. Cochran Street  
Middletown, DE 19709  
(302) 616-9622

## **SUSSEX FAMILY YMCA**

20080 Church Street  
Rehoboth Beach, DE 19971  
(302) 296-9622

## **WESTERN FAMILY YMCA**

2600 Capitol Trail  
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**

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Suite 1100  
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