



FOR YOUTH DEVELOPMENT®
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY

SKAGIT VALLEY FAMILY YMCA Strategic Plan 2023–2025



The Skagit Valley Family YMCA creates positive community change through relationships by empowering the mind, body, and spirit of ALL.

FOUR BIG QUESTIONS

Considerations for the future

- ▶ How do we ensure organizational sustainability and fiscal responsibility?

Sustain the Skagit Y to and beyond the next generation.

- ▶ How do we ensure access to safe, affordable childcare for families in our community?

Invest in children for a brighter tomorrow.

- ▶ How do we maximize our impact through whole-person (physical, mental, social-emotional) community health initiatives?

Ensure healthy living for all.

- ▶ How does the Y expand our impact for youth experiencing housing insecurity?

Empower youth in their journey to adulthood.

OUR STRATEGIC ADVANTAGES

Unique features of our Y

- County-wide reach with a long history as a trusted community partner
- Hoag Road Facility and Amenities
 - Aquatics Center/swim lessons and state of the art pool
 - NCAA basketball court/gym
 - Established hub for the Red Cross
 - Ever-growing membership access
 - Best of Skagit 2022 Gym Facility
 - Established in facilitating youth sports
- Wide variety of quality childcare programs
 - 3 (soon to be 4) unique Early Learning sites in Mount Vernon, Burlington and Anacortes
 - Multiple School-Age programs in Mount Vernon, Burlington-Edison, Sedro-Woolley and Anacortes School Districts
 - Popular School Age Summer Day camps
- Camp Anderson property and programs
- Oasis – unique service in Skagit/Whatcom/Island Counties
- SWRC – unique partnership and space in a newer community to the Y
- Strong staff and board leadership
- Community-centered programs and services
- Diverse revenue streams



STRATEGY SCREEN

Questions we ask to evaluate our opportunities

1. ALIGNMENT: Does this support our mission and vision?
2. EQUITY: Is this consistent with our Promise to Community?
 - a. Does this advantage or disadvantage any group in our community?
 - i. If yes, how is it consistent with our Promise to Community?
 - ii. Does it coordinate with other programs to fill a gap?
3. IMPACT: Is this an area where we can make an impact? Are we addressing the needs of the local community?
 - a. See equity alignment
4. PARTNERSHIP: Is there a different agency better suited to address this need (possible partnerships)?
 - a. See equity alignment
5. COMMUNITY ASSESSMENT Will this garner community support?
 - a. See equity alignment
6. SUSTAINABILITY Is this sustainable (capacity, staffing, fiscal responsibility)?
 - a. See equity alignment
 - b. Is it adaptable and scalable?
7. DATA ANALYSIS: How do we measure success?



OUR PROMISE TO COMMUNITY

The Y actively promotes a culture free from bias and injustice. We are dedicated to removing institutional and systemic barriers that result in oppression and racism. We will be accountable to marginalized communities for creating equitable and sustainable environments where social justice is woven into every facet of our programs, and by caring for our communities in a culturally versatile and respectful manner.



2023

KEY
Y = Association
A = Advancement
C = Childcare
H = Hoag Road
S = Social Impact

Sustain the Skagit Y to and beyond the next generation

DIVERSIFY & GROW FUNDING SOURCES

- WA Y Alliance insurance program expansion (A)
- Negotiate existing contracts (City, County & State) (S)
- Seek and prioritize new grants to fund existing work (A)
- Build upon Impact Skagit efforts through creativity in the philanthropic space (A)

MAXIMIZE SYSTEM, VOLUNTEER & STAFFING EFFICIENCIES

- Clarify and reinforce the Y culture (Y)
- Standardize association and division processes, including cross-departmental collaboration (Y)
- Develop and update program-specific materials, including client handbooks and guides (Y)
- Invest in technology and automation (Y)
- Document system instructions (Y)

PURPOSEFUL PARTNERSHIPS

- Chamber & Service Group participation (Staff Leadership)
- Seek established experts as partners for expanded offerings (C, S, A)
- Develop Partnership Screen Tool (Y)

MEMBERSHIP & FAMILY ENGAGEMENT

- Expand offerings (H, C)
- Continuously improve the membership experience (H)
- Update and implement key recruitment tools (A, H)
- Pilot new corporate membership model (H)
- Re-establish the Skagit Y as a Senior's choice facility (Y)

DIVERSIFY AUDIENCES

- Grow Board representation of new audiences (Y)
- Intentional growth in underserved areas of Skagit County (S, H, C)
- Establish trust as an agency within the Latinx community (Y)
- Seek connection to Tribes and Sikh communities (Y)

INVEST IN STAFF & WORK FORCE STABILIZATION

- Workforce Development, such as Skagit Valley College course partnership (Y)
- Prioritize staff performance review system (Y)
- Compensation and total reward package review (Y)
- Develop meaningful volunteer options throughout association (Y)

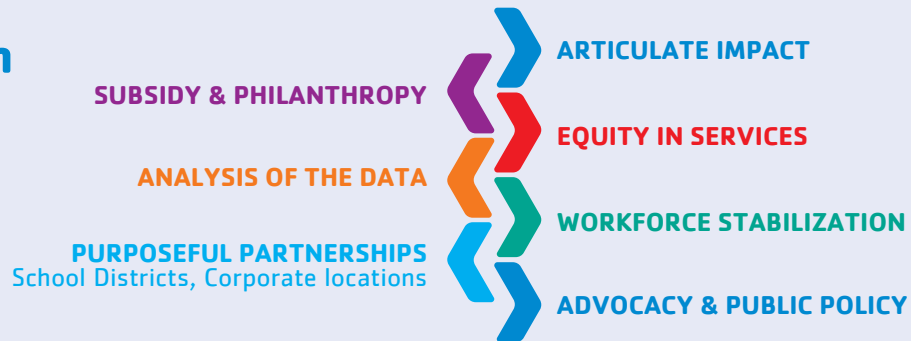
2023 Quarterly Operational Plan, including measurable dashboarding and data, in progress.

2024-2025

Sustain the Skagit Y to and beyond the next generation, plus...

- Invest in children for a brighter tomorrow
- Ensure healthy living for all
- Empower youth in their journey to adulthood

Invest in children for a brighter tomorrow



Ensure healthy living for all



Empower youth in their journey to adulthood



Tactics and metrics to be developed in Fall 2023.