



SKAGIT VALLEY FAMILY YMCA 2026 - 2028 STRATEGIC PLAN

Our Mission

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

A FRAMEWORK FOR DECISION-MAKING

The 2026–2028 Strategic Plan is designed to serve as a stand-alone framework for decision-making across the Skagit Valley Family YMCA. It outlines the questions we use to evaluate opportunities and the strategic priorities that will guide our work through 2028.

This framework helps ensure that organizational decisions remain aligned with our mission, responsive to community needs, operationally sustainable, and rooted in equity.

BUILDING THE 2026–2028 STRATEGIC PLAN

The development of the 2026–2028 Strategic Plan was grounded in community data, organizational reflection, and leadership collaboration. The process was intentionally designed to ensure the plan reflects both community need and organizational capacity.

The process was led by the Skagit Valley Family YMCA Board of Directors and included engagement from the Executive Leadership Team and Administrative Leadership Team representing programs and operations across the organization.



SKAGIT VALLEY FAMILY YMCA

2026 - 2028 STRATEGIC PLAN

PHASE 1: REVIEW & ASSESS

The Board and Executive Team reviewed organizational performance and outcomes connected to the previous strategic plan, including:

- [2023-2025 Strategic Plan](#)
- [2024-2025 Impact Report](#)
- Organizational performance and operational outcomes
- Emerging challenges and opportunities

This work helped identify where progress was made, where gaps remained, and where future investment and focus would be needed.

PHASE 2: LISTEN & LEARN

The Board reviewed community data and assessments from regional organizations, public agencies, and community partners, including:

- Washington State Office of Homeless Youth
- Skagit Population Health Trust
- Community Action of Skagit County
- [Older Adult Health County Profile - Skagit](#)
- [Washington State Council on Aging \(SCOA\)](#)
- Swinomish Tribal Community Story Pole and narrative learning resources

This process helped deepen understanding of the evolving needs, challenges, and opportunities facing the Skagit community.

PHASE 3: SYNTHESIZE & PRIORITIZE

Using the collected data and organizational insights, the Board and Leadership Teams participated in facilitated discussions focused on:

- Gaps and community needs
- Mission and financial sustainability
- Organizational culture and learning
- Long-term operational priorities

Through cross-divisional collaboration and strategic planning sessions, the organization identified three clear strategic priorities that now serve as the foundation of the 2026–2028 Strategic Plan.

HOW WE EVALUATE OPPORTUNITIES

The following questions help guide organizational decision-making across programs, partnerships, investments, operations, and future opportunities.

These questions are intended to ensure alignment between our mission, community needs, operational capacity, and long-term sustainability.

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.



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OUR STRATEGIC PILLARS

The following strategic pillars and priorities represent the operational direction of the Skagit Valley Family YMCA for 2026–2028. Together, they create a framework that guides organizational decision-making, budgeting, staffing, partnerships, and program development.

People First: Invest into our YMCA Team

- Be recognized as a world-class employment destination.
- Build a culture of curiosity and trust.
- Develop standard operating procedures for association, division, and program levels.
- Assess program performance.
- Elevate Administration Team leadership skill competencies.

Strengthen Our Future: Build Financial Stability For the Next 7 Generations

- Establish a comprehensive budgeting approach that will include a board statement of priorities followed by recommendations from the CEO and Executive staff in alignment with board priorities.
- Maintain \$1M of working/operating cash for short-term stability needs.
- The CEO, with the Executive team, based on board guidance of priorities and as part of a comprehensive budgeting approach, annually recommends

the investment in debt reduction, long-term cash reserve, and staff supports (compensation, benefits, training, and professional development) based on the financial performance of the prior 3 quarters.

Maximize Our Impact: Optimize Operations &

- Accelerate and focus on maximizing current and newly invested assets/resources and prioritize serving the populations we're already serving well first.
- Maximize existing partnerships.
- Increase access to low-income households and rethink 'Y For All'.
- Stay abreast of Community Data sets.
- Make every door a front door.
- Explore Training and AI Options in 2026.
- Improve Member engagement.
- Complete Presidium Certification in 2026.
- Weekend paid programming for school-aged youth.



- Balance Price/Demand in Membership and Childcare to maintain revenue and unit growth.
- Childcare enrollment and experience improvements.
- Increase grant funding to \$1M in three years.
- Achieve revenue growth from planned/legacy giving bequests and from non-cash giving.
- Get paid for our expertise.