

YMCA OF GREATER SEATTLE Strategic Plan Highlights 2006-2008

Program Philosophy

The YMCA will position itself as the preferred, quality provider of all of its programs and services. In the event that an activity cannot be conducted at the highest level of quality, while being accessible to all, the YMCA will cease conducting that activity. The YMCA will differentiate itself from all other providers of similar services by virtue of its focus on the personal development of each individual participant. As we continually respond to changing needs, the opportunity for helping each participant reach his or her fullest potential, as a member of a caring community, will be incorporated into every aspect of our operations.

Operating Goals

In order to fulfill its mission and be recognized as a leading human-services provider in the community, the YMCA of Greater Seattle will:

- Foster a sense of belonging and community among members
- Promote, develop and support the vital role of volunteers and staff in the YMCA
- Serve as a catalyst in addressing community issues
- Secure and efficiently manage the financial resources necessary to achieve our goals
- Communicate effectively the YMCA's services and impact to target audiences
- Maintain high quality facilities, programs and management support systems

Addressing Priority Community Needs/Problems

- Youth are lacking opportunities to acquire developmental assets that help them thrive and avoid at-risk behaviors.
- High levels of family stress and lack of connection are causing breakdowns in family structures and undermining community vitality.
- Obesity and lack of activity is leading to poor health, increased health care costs and increased risk factors in youth and adults.
- Aging adults and baby boomers have diverse outlooks, interests and needs that are not being addressed.
- Growing racial/ethnic diversity will require new ways of attracting, programming and connecting with communities.

PROGRAM GOAL I: Provide opportunities for youth and young adults which shape values and encourage lifelong community service.

Increase the number of youth and young adults served in YMCA programs that promote positive values and developmental assets:

- Serve 5,152 youth annually through five middle school programs (+ 32%)
- Enroll 7,570 teens annually in leadership programs (+ 32%)
- Serve 4,645 at-risk teens and young adults annually with employment, housing and educational programs (+ 23%)

Expand and enhance summer youth programs through the addition of new program options, curriculum enhancements, new marketing strategies and improved business practices:

- Increase day camp, enrichment and specialty camp enrollments from 2,091 to 2,757 per day (+ 31%)
- Expand resident camp enrollments from 521 to 645 average per day (+ 24%)

PROGRAM GOAL II: Support and strengthen all families.

Provide families with high quality child care and recreational programs before and after school hours:

- Increase licensed child care enrollments from 1,746 to 2,100 average per day (+ 20%)
- Expand recreational after-school program enrollments from 648 to 1,213 average per day (+ 87%)

Provide opportunities for families to develop more meaningful relationships and connections with each other and with other families:

- Serve 5,719 family members annually through the Adventure Guides Program (+ 13%)
- Expand family support programs to serve 1,653 individuals annually
- Increase individuals served in family-centered events and activities from 39,295 to 50,711 (+ 29%)
- Expand family financial literacy programs from two to seven branches serving 597 individuals

PROGRAM GOAL III: Lead and support efforts which promote healthy living.

- Serve 31,188 youth annually in a variety of skill development, youth sports, aquatic and fitness programs (+ 23%)
- Expand medically-based obesity programs to serve 393 youth and their families annually (+ 577%)
- Provide a range of healthy lifestyle behavioral change programs serving 1,785 individuals annually (+ 142%)
- Expand into all youth programs the best practices resulting from the YMCA National Gulick collaborative including connectedness, programs and activities, healthy environments and behavior change
- Target the health seeker and aging baby-boomer populations as the base for improving the region's lifestyle/health condition

PROGRAM GOAL IV: Provide older adults with opportunities to create healthy and productive lives for themselves and the community.

- Provide older adults with a range of fitness and exercise programs serving 3,331 annually (+ 31%)
- Expand social program opportunities for older adults serving 2,860 annually (+ 91%)

PROGRAM GOAL V: Attract diverse populations participating together to create a community where all are welcome.

- Increase the number and significance of collaborations with hospitals, schools/colleges, other social service agencies and key community organizations
- Expand branch sponsorship of inclusive community events
- Provide additional cross-cultural and international exchange opportunities involving 477 participants and staff (+ 129%)
- Provide financial assistance to individuals and families to ensure that the YMCA is inclusive and accessible to all