Dear Y Family,

As I prepared to write this intro to the YMCA 2020 annual report, I started by looking back, not just at the past year, but at how the YMCA of Greater Seattle has dealt with big systemic challenges in the past. Looking at our history, there we were during the Great Depression, in black and white photos, showing up for our neighbors. Even as the Y was struggling in 1932, we offered two-thirds of our members full financial assistance, free lodging for thousands, gave free meals to 874 people, and handed out free passes for the gym and pool. As I scrolled through the vintage photos of Y staff and members, kids and families, I was reminded and reassured that we’d been challenged before, and had stood up for our community then, as we are again right now.

But of course, they don’t use the word “unprecedented” to describe this past year lightly. In 2020, we did the most with the least. While we were meeting critical needs for our community, we were also challenging ourselves to grow and raise our own bar for how we deliver on equity and justice at the Y for our programs, our staff, and our community.

I went looking for those old photos because I wondered what 2020 might look like from the future. Looking back told me that with our mission at heart, serving those who need us the most and doing so to reduce barriers for marginalized groups, we can and will rise to any occasion.

It is with the faith in our future and our collective ability to rise to the occasion that I proudly announce that the YMCA of Greater Seattle was recognized with a major gift of $18 million from MacKenzie Scott. We’re already at work to use this gift to provide relief for a community in crisis. We plan to use it to innovate, invest in our staff and infrastructure to position for recovery, and continue with our mission, values, and equity statement at heart.

Everything we accomplish is for and because of our generous community. Thank you for your support of the Y. It is because of you that we are forever in service, for a better us.

Sincerely,

Frank X. Shaw
Board Chair, YMCA of Greater Seattle
Dear Y Family,

Nothing could have prepared us for what we experienced in 2020, a year shaped by the dual pandemics of COVID-19 and systemic racism. 2020 tested us, challenged us to learn and be better, and demanded the very best of who we are to survive. We have had to be nimble and flexible, innovate on the fly, pivot, re-direct our resources to meet escalating needs, make painstakingly tough decisions quickly, and inspire ourselves with faith in ourselves, but we did it. We made it, and we are emerging stronger than ever, resolved to serve and looking ahead with hope and optimism for the future, with an attitude of leaning and learning forward.

We are so proud of how we have weathered this perfect storm that brought overwhelming crisis to our community, and despite the unfathomable challenges, how we continue to show up for our community ready to serve. Whether the need was for emergency child care for healthcare workers or first responders, meals for hungry youth, families, or older adults, housing and wraparound services for youth and young adults experiencing homelessness, or virtual services for those who are isolated and vulnerable, the Y has remained committed to keeping its promise to community — to be there forever in service for all.

This report highlights our accomplishments from this truly remarkable year. This is just the beginning as we lean into our future. Thanks to a historic investment from philanthropist MacKenzie Scott and other social investments entrusted with us, we are innovating and piloting community-based solutions to meet our most pressing challenges. Here are a few examples of how these investments are being put to work for all, with a focus on underserved communities especially Black, Indigenous, and other People of Color (BIPOC):

- Piloting **Free Early Learning** to improve Kindergarten readiness
- Offering **Free Broadband Access**, leveraging our accessible facilities across the region
- Elevating **Whole Person Health** to eliminate health inequities and piloting a community navigation hub offering trauma-informed care and supports
- Offering accessible **Vaccines and Vaccination education** to address vaccine hesitancy and the disproportionate health outcomes laid bare by COVID-19
- Expanding our **Virtual Y Platform and diversifying our digital experience** to extend our reach and supports to those who need us most.

We are forever grateful to the members, donors, partners, elected officials, and staff who continue to stand with us to support our critical work. They fuel our work and breathe life into our mission. Together, we are building the future we want for our children, where all people, especially the young, are empowered to reach their full potential in spirit, mind, and body.

2021 comes to us with much work to do. We welcome these new days and the challenges and opportunities they bring as we expand our vital work. Thank you for walking alongside us in this journey. We cannot do it without you.

In gratitude and community,
Loria B. Yeadon,  
President & CEO, YMCA of Greater Seattle
COVID-19 COMMUNITY RESPONSE

When it mattered most, the Y of Greater Seattle showed up for our communities’ ever-shifting needs during the COVID-19 pandemic.

We supported over 7,000 seniors through Community Cafés and Healthy Aging events to connect seniors with services, help them stay up to date on COVID-19 resources, and maintain social connections.

In partnership with New Horizons, we provided safe day shelter for young adults experiencing homelessness at the Downtown Seattle YMCA during the Stay Home, Stay Healthy order.

“Food banks have only been able to provide us canned goods, and we could not afford fresh items like fruit and vegetables. The Y has been a blessing to us as they have been able to get us the fresh food we desperately needed.”

— Community Member

FOREVER IN SERVICE. For a Better Us.

We provided continuous child care and day camp, including emergency child care for first responders, to over 671 children of working families, ensuring they received on-going care and support while schools were closed.
In 2020, we formalized our commitment to equity and justice while building new communities of learning. We established the Equity & Justice Center of Excellence with a $1 million seed designation from the Board of Directors and made a pledge to hold ourselves accountable to live our mission and weave the threads of equity and justice into everything we do.

In collaboration with the Ethiopian Community Center health council, we were able to create and pursue a strategic plan and were able to provide support to 81 families and individuals in the Ethiopian community.

We engaged over 2,100 people in conversation and learning through the Unleashing Potential for All series.

We pledged to become an anti-racist organization while reaching 234,170 people of all backgrounds, abilities, and financial circumstances with equity and justice centered programming.

“...The experiences between the youth of today and Dr. Tommie C. Smith’s at the Olympics in 1968 are not all that different. They continue to fight through many of the same struggles and racism that was present years ago and they continue to be role models at the same time. I was also able to have my 12 year old son watch it as he is a huge Paolo Banchero fan and for him to hear his story and the stories of others of what they have been through led to some hard but good conversations in our house last night. I appreciate the youth being willing to share.”

— Unleashing Potential Series Participant
In September 2020, Miranda experienced a psychiatric emergency which required hospitalization while chronically homeless. She was referred to a Y Social Impact Center program. It helped Miranda to find some stable ground within herself and regulate and process negative emotions and communicate them to those around her. She was then able to transition from homelessness to permanent housing of her own. Miranda was successful in navigating some personal goals on her own and advocate for her needs with multiple providers.

“My case manager was the best I have ever had and helped me gain many blessings!”

— Miranda

When it comes to housing and mental healthcare, there was no more urgent moment than 2020. We rose to the challenge and expanded our services to meet the exponential growth in need. We expanded behavioral health services to Y members and community of all ages to address the growing need for mental health and substance use services.

We opened the new Arcadia young adult shelter in South King County, the final step in integrating Nexus Youth and Family Services and the Y.

We opened Arlington Drive, in partnership with Tacoma Housing, and Roy Street Commons, in Seattle’s Capitol Hill, to provide transitional housing for young adults.
HEALTH AND WELLNESS

“I like the YMCA Diabetes Prevention class because it works! I am learning new habits I want to continue in the future. Since I started this program seven months ago, I have lost 24 pounds and continue to lose more. My A1C is 1.2 points lower than it was when I started. I like the class material, we focus on a specific area each week and share ideas with each other.”

— Program Participant

Health and wellness programs were also critical in 2020 and harder to provide due to social distancing guidelines. We hit the ground running to make sure our members and the community had access to the care and support they needed to stay healthy, prevent chronic disease, and manage the effects of the pandemic on the body and mind.

We immediately launched virtual workout classes and healthy living programs, and adjusted our in-person programming to meet COVID-19 health and safety requirements. We also expanded our virtual Chronic Disease Prevention programs to include community members to help more people take charge of their health and wellness goals.

FOREVER ADAPTING Health & Wellness

Served 4,691 people in our aquatics centers. Our pools remained open for critical water safety instruction, wellness, and lessons.

We developed and started incorporating a Whole Person Health model into all aspects of our programming to support a healthy spirit, mind, and body.

FAMILY SWIM TIME
COAL CREEK YMCA
YOUTH DEVELOPMENT

“Day Camp was a magical and important experience for my kids and is a shining example of how in-person education is not only possible, but beneficial in the era of COVID.”
— Day Camp Parent

2020 was a hard year for kids, separated from their school, friends, and social-emotional learning opportunities. The Y was quick to innovate to meet the needs of students and children.

We offered virtual learning programs to support academic and physical education needs and launched Y LEAP Academy, partnering with 11 school districts to support children and families struggling with virtual learning.

We safely offered 37 one-week backpacking trips serving 269 teens through teen leadership programs, Boys Outdoor Leadership & Development and Girls Outdoor Leadership and Development (BOLD & GOLD)

We nurtured and empowered 96,009 children and teens to develop their gifts and give back to their communities.

With traditional summer camping canceled, we activated our camps in service of the whole family. After months at home, 1,300 people filled 285 cabins for three or six-day sessions this summer.

FOREVER HERE for Youth & Families
FOREVER TOGETHER. Forever grateful.

“We the Y community lifted me up and gave me hope. And here we are, it’s 2021, the fear, uncertainty and isolation of the last year is slowing fading. All through this time the Y has given hope, solid leadership and tangible resources. I’m proud and grateful to be a member of the YMCA community and support the Y’s work with my time and my resources.”

— Barbara Peterson

We are able to serve because we are made for and by our community. Thanks to donors, organizational partners, volunteers, and staff, we are building a better us.

Thanks to the Norcliffe Foundation, we are moving forward with the purchase of property at Mineral Lake. This will be the site of the first new overnight camp for the YMCA of Greater Seattle in over 100 years!

$18 million from philanthropist MacKenzie Scott in support of our efforts to build a more equitable and just community and advance equity and justice for all.

MINERAL LAKE, WA
FIRST NEW OVERNIGHT CAMP IN OVER 100 YEARS

We partnered with Forterra to purchase Camp Kilworth in Federal Way, formerly a Boy Scout camp, where we will offer day camp, family camping, events, and environmental education.

$9.7 million was raised by donors and invested back into the community to benefit kids and families.

18,746 volunteers donated 344,196 hours of service to the Y.
In December, MacKenzie Scott selected the YMCA of Greater Seattle, along with other vital King County organizations to receive a major, unrestricted gift of $18 million to support our ongoing work of making community-centered change.

We were selected because of our longstanding commitment to our community and dedication to equity and justice. In developing the investment approach for this generous gift, we focused on supporting investments that provide relief now for a community in crisis, investments in our staff and infrastructure, and community transformation. Additionally, we will retain funds to ensure the continued success of our organization’s ability to build and support community now and into the foreseeable future.

This gift will be put to work through:

MacKenzie Scott Invests in the Y for Recovery, Equity, and Justice

Whole Person Health

Kindergarten Readiness Programs

Investments in our staff

Capital Projects including Camp and Health Center Expansions

Broadband Expansion

This gift means we can take a significant step forward in reducing barriers in access to healthcare and early learning for marginalized communities, as well as increasing access to the outdoors and our in-center programs.

Thank you, MacKenzie Scott, for sharing our vision of empowering all people to reach their fullest potential.
# Board of Directors & Senior Staff

## 2020 Board of Directors

**Officers (2020–2022 Term)**

**Chair:** Frank X. Shaw, Microsoft Corporation  
**Vice Chair:** Alison Prince, Nordstrom  
**Treasurer:** Aaron Perrine, Trilogy Search Partners  
**Secretary:** Matt Stover, Ernst & Young  

**Members**

Brent Beardall, WaFD Bank  
Doug Boyden, Retired, Mercer Consulting  
Dr. Tumaini Coker, Seattle Children's Research Institute and University of Washington School of Medicine  
Tim Brown*, Wells Fargo  
Lori Coppenrath, DLR Group  
Victor de Bonis, Seattle Kraken  
Diane Dewbrey*, Independent  
Susan Feeney, GMMB  
Sarah Gavin, Expedia  
Connie Gits, Retired, U.S. Probation and Pretrial Services, Western WA District  
Tony Gonchar, Delta Air Lines  
Greg Gorder, Gaard Development  
Matt Griffin*, Pine Street Group  
Tom Hull, Retired, Precor  
Hon. Richard Jones, US District Court, Western District of WA  
Carolyn S. Kelly*, Retired, The Seattle Times  
Trae Luh, Bill & Melinda Gates Foundation  
Dr. Robin Martin, Bill & Melinda Gates Foundation  
Denise Merle*, Weyerhaeuser  
Stephen Newton, Amazon.com  
Michael Orbino, Compass Washington  
Katie O’Sullivan, Perkins Coie  
Alan Pickerill, Independent  

**Life Board Members**

R. Miller Adams  
Charles Armstrong  
Paula Boggs  
Paul D. Burton  
Barbara Dingfield  
Jack H. Faris  
Dorothy V. Fuller  
James W. Gustafson  
Hon. Charles V. Johnson†  
Moriah Martin  
Chief Human Resources Officer  
Darrell Powell  
Chief Financial Officer  
Jeff Rainey  
Chief Health & Social Services Officer  
Cathi Hatch  
Carolyn Kelly  
Maureen T. Lee  
Jane L. Lewis  
Scott H. Luttinen  
Candy S. Marshall  
Dr. Meredith Mathews, Jr.  
William H. Neukom  
Donald North  

**Association Leadership**

Loria Yeason  
President/CEO  
Norma Fuentes  
Chief Development Officer  
Gwen Ichinoise-Bagley  
Chief Youth Development Officer  

Scott Washburn  
Strategic Advisor to the President/CEO  
Alonda Williams  
Chief Experience Officer  

Juliette Prince, Northwestern Mutual  
Dan Peyovich*, Howard S. Wright Construction  
Cam Ragen, Baird  
Bryan Scott, Independent  
Brian Screnar, Pando  
Molly Stearns*, Overlake Medical Center Foundation  
Trevor Stuart, Independent  
John F. Vynne, Retired, Thunderbird Mining Systems  
Madrienne White, Muckleshoot Indian Tribe  
Sherry Williams, HealthPoint CHC  

Norm B. Rice  
Robert B. Richards  
Peter Shimer  
Cindy P. Sonstelie  
Molly Stearns  
Robert B. Weber  
Martha Wyckoff  

* Service concluded in 2020 or 2021  † Posthumous
The YMCA is a 501(c)(3) non-profit social services organization dedicated to Youth Development, Healthy Living, and Social Responsibility. Our tax identification number is 91-0482710.

seattlymca.org/give/annualreport
YMCASeattle
YMCASeattle
YMCAGreaterSeattle
YMCASeattle

DISTRICT 1
Josh Sutton,
Facilities Executive & Interim District 1 Executive

AUBURN VALLEY YMCA
1620 Perimeter Road SW
Auburn, WA 98001
(253) 833-2770
Lauren Flemister, Board Chair
Jason Berry, Branch Executive

COAL CREEK FAMILY YMCA
13750 Newcastle Golf Club Rd
Newcastle, WA 98059
(425) 282-1500
Forrest C. Jammer, Board Chair
Andy Sharpe, Branch Executive

KENT YMCA
10828 SE 248th Street
Kent, WA 98030
(253) 246-8547
Bill Boyce, Board Chair
Josh Sutton, Interim Branch Executive

MATT GRIFFIN YMCA
3595 S 188th Street
SeaTac, WA 98188
(206) 244-5880
Jesse A. Todhunter, Board Chair
Shaquan Brown, Branch Executive

WEST SEATTLE & FAUNTLEROY YMCA
3622 SW Snoqualmie Street
Seattle, WA 98126
(206) 965-6000
Andy Labadie, Board Chair
Josh Stabenfeldt, Interim Branch Executive

DISTRICT 2
Sara Biancofiori,
District 2 Executive

BELLEVUE FAMILY YMCA
14230 Bel-Red Road
Bellevue, WA 98007
(425) 746-9900
César E. Caycedo, Board Chair
Heather Siegel, Branch Executive

MEREDITH MATHews
EAST MADISON YMCA
1700 23rd Avenue
Seattle, WA 98122
(206) 322-6969
Alvin A. Sturdivant, Board Chair
Greg Lewis, Branch Executive

SNOQUALMIE VALLEY YMCA
35018 SE Ridge Street
Snoqualmie, WA 98065
(425) 256-3115
Rachel Money, Board Chair
Stephanie NortonBredl, Branch Executive

DISTRICT 3
Patrick Murray,
District 3 Executive

DOWNTOWN SEATTLE YMCA
909 Fourth Avenue
Seattle, WA 98104
(206) 382-5010
Bob Sepulveda, Board Chair
Sonya Crider, Branch Executive

DALE TURNER FAMILY YMCA
19290 Aurora Avenue N
Shoreline, WA 98133
(206) 363-0446
Mike Gerke, Board Chair
Carolan Cross, Branch Executive

NORTHSHORE YMCA
11811 NE 195th
Bothell, WA 98011
(425) 485-9797
Tim Russell, Board Chair
Trish Villanueva, Branch Executive

UNIVERSITY FAMILY YMCA
5003 12th Avenue NE
Seattle, WA 98105
(206) 524-1240
Christi Nagle, Board Chair
Josh Stabenfeldt, Branch Executive

DISTRICT 4
Megan Castellano,
District 4 Executive

SOCIAL IMPACT CENTER
(Established May 2020 through a merger of the Accelerator YMCA and Nexus Youth and Families/AYR)
2100 24th Avenue S
Suite 260
Seattle, WA 98144
(206) 382-5013
Krystal Brun, Board Chair
Mark Putman, Branch Executive

YMCA CAMPING & OUTDOOR LEADERSHIP
909 Fourth Avenue
Seattle, WA 98104
(206) 965-6000
Danielle Githens, Board Chair
Meredith Cambre, Sr. Executive Director

YMCA CAMP ORKILA
484 Camp Orkila Road
PO Box 1149
Eastsound, WA 98245
(360) 376-2678
David Affolter, Executive Director

YMCA CAMP COLMAN
20016 Bay Road, KPS
Longbranch, WA 98351
(253) 884-3844
Bria Cartwright, Executive Director

YMCA YOUTH & GOVERNMENT
921 Lakeridge Way SW
Suite 201
Olympia, WA 98502
MAILING ADDRESS:
PO Box 193
Olympia, WA 98507
(360) 357-3475
Dan McGrady, Board Chair
Amber Wetzel, Executive Director
MISSION STATEMENT

Building a community where all people, especially the young, are encouraged to develop their fullest potential in spirit, mind, and body.

EQUITY STATEMENT

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.

CORE YMCA VALUES

CARING
RESPECT
RESPONSIBILITY
HONESTY
PASSION FOR EXCELLENCE
## 2020 FINANCIALS

### TOTAL

<table>
<thead>
<tr>
<th></th>
<th>2020*</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Earned Revenue</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contributions</td>
<td>$31,129,690</td>
<td>$13,278,069</td>
<td>$11,324,232</td>
</tr>
<tr>
<td>Government</td>
<td>27,647,909</td>
<td>20,203,745</td>
<td>13,367,833</td>
</tr>
<tr>
<td>Membership and Program</td>
<td>36,825,721</td>
<td>76,561,799</td>
<td>72,736,597</td>
</tr>
<tr>
<td>Other</td>
<td>371,978</td>
<td>489,158</td>
<td>490,669</td>
</tr>
<tr>
<td><strong>Total Association Earned Revenue</strong></td>
<td><strong>$95,975,298</strong></td>
<td><strong>$110,532,771</strong></td>
<td><strong>$97,919,331</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2020*</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Expenses</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Youth Development</td>
<td>$20,634,850</td>
<td>$30,894,467</td>
<td>$29,520,478</td>
</tr>
<tr>
<td>Healthy Living</td>
<td>24,650,994</td>
<td>42,500,102</td>
<td>39,344,686</td>
</tr>
<tr>
<td>Social Responsibility</td>
<td>22,568,174</td>
<td>16,866,824</td>
<td>14,250,147</td>
</tr>
<tr>
<td>Management</td>
<td>18,316,242</td>
<td>16,476,828</td>
<td>13,603,844</td>
</tr>
<tr>
<td>Fundraising</td>
<td>1,152,728</td>
<td>2,197,136</td>
<td>2,766,576</td>
</tr>
<tr>
<td><strong>Total Association Expenses</strong></td>
<td><strong>$87,322,988</strong></td>
<td><strong>$108,935,357</strong></td>
<td><strong>$99,485,731</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2020*</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other Income and Losses</td>
<td>$10,560,212</td>
<td>$10,640,333</td>
<td>($3,258,742)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2020*</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Change to Reserves &amp; Endowment</strong></td>
<td><strong>$19,212,522</strong></td>
<td><strong>$12,237,747</strong></td>
<td><strong>($4,825,142)</strong></td>
</tr>
</tbody>
</table>

### BALANCE SHEET

<table>
<thead>
<tr>
<th></th>
<th>2020*</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Assets</strong></td>
<td>$269,004,423</td>
<td>$254,214,613</td>
<td>$229,644,299</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td>62,196,725</td>
<td>66,619,437</td>
<td>54,286,870</td>
</tr>
<tr>
<td><strong>Net Assets</strong></td>
<td>$206,807,698</td>
<td>$187,595,176</td>
<td>$175,357,429</td>
</tr>
</tbody>
</table>

*Unaudited