

**GRANTS PASS FAMILY YMCA**

# Strategic Plan 2026-29



**GRANTS PASS  
FAMILY YMCA**

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**FOR YOUTH DEVELOPMENT®  
FOR HEALTHY LIVING  
FOR SOCIAL RESPONSIBILITY**



## EXECUTIVE SUMMARY

The Grants Pass Family YMCA serves as a Community Pillar, providing essential services that range from childcare to health and wellness. Over the next three years, we will move from a position of resilience to one of permanent stability. This plan outlines our commitment to securing the long-term viability of our youth services and serving as the region's hub for friendship and belonging, ensuring that no one, from child to senior, feels alone.

## FOUNDATIONAL DIRECTION

- **Our Mission & Vision:** We will clarify our identity to eliminate ambiguity. We are a charitable organization dedicated to building a healthy spirit, mind, and body for all.
- **Action:** Create a unified Elevator Speech that articulates our impact on family stability, youth resilience, and community connection.

### Our Values (The Sacred)

- **Access for All:** We ensure financial barriers never prevent participation.
- **A Sanctuary of Belonging:** We provide a safe atmosphere where every individual is treated with dignity.
- **Intergenerational Connection:** We prioritize relationships that close generational gaps.

## STRATEGIC PILLARS



### Community Vitality & Partnerships

Position the Y as the central hub for boosting social networks, reducing isolation, and convening leadership to address local challenges.



### Member Well-Being & Social Connectedness

Address the increase in mental instability within our region by becoming a sanctuary for holistic wellness and friendship for all ages.



### Asset Permanence & Capacity Building

Secure the long-term future of our programs by converting leased liabilities into permanent community assets and maximizing our footprint to serve more people.



### Human Capital (Our People)

Cultivate an empowered culture where staff and volunteers are supported to grow skills, lead with confidence, and view the Y as a premier employer.



### Financial Stewardship & Philanthropy

Promote a culture of fiscal stewardship and transparency to ensure long-term financial health and stability.



## PILLAR

### COMMUNITY VITALITY & PARTNERSHIPS

**Position the Y as the central hub for boosting social networks, reducing isolation, and convening leadership to address local challenges.**

#### Strategy 1.1. The Convener Role

Convene quarterly meetings with local government and business leaders to address specific community problems and align resources.

#### Strategy 1.2. Strategic engagement

Set a target of adding one new organizational partner quarterly to expand our reach without duplicating services.

#### Strategy 1.3. Active Outreach

Appoint a Community Liaison to listen to and partner with underserved populations, ensuring the Y "goes to them" rather than waiting for them to come to us.

#### Strategy 1.4. Connection Events

Implement quarterly community events designed to boost resident connectivity and volunteerism, positioning the Y as the "living room" of the community.



## PILLAR

### MEMBER WELL-BEING & SOCIAL CONNECTEDNESS

**Address the increase in mental instability within our region by becoming a sanctuary for holistic wellness and friendship for all ages.**

#### **Strategy 2.1 Combat Isolation & Foster Friendship**

Develop specific programming designed to create and sustain friendships across the lifespan, from children and teens navigating social pressures to seniors facing loneliness.

#### **Strategy 2.2. Youth Resilience**

Research and implement human development growth models to ensure youth programming addresses both physical and mental development needs.

#### **Strategy 2.3. Accessible & Inclusive Engagement**

Ensure our facilities and programs are accessible to individuals of all physical and intellectual abilities, fostering an environment where every participant who demonstrates Respect and Responsibility can engage, contribute, and belong.



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## PILLAR

### ASSET PERMANENCE & CAPACITY BUILDING

**Secure the long-term future of our programs by converting leased liabilities into permanent community assets and maximizing our footprint to serve more people.**

- **Strategy 3.1 Secure Long-Term Childcare Viability**

Execute a plan to secure permanent facility space for our Youth Development programs, ensuring vital childcare services are not displaced by market forces.

- **Strategy 3.2. Redwood Facility Stability**

Work with Josephine County to secure a long-term occupancy strategy for the Redwood Facility.

- **Strategy 3.3. Capacity Expansion**

Execute a Facility Master Plan focused on maximizing the utility of our existing footprint (e.g., adding a second floor to the Multi-Purpose Room) to increase program capacity.



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## PILLAR

### HUMAN CAPITAL (OUR PEOPLE)

**Cultivate an empowered culture where staff and volunteers are supported to grow skills, lead with confidence, and view the Y as a premier employer.**

- **Strategy 4.1 Wage & Benefit Sustainability**

Complete a formal market analysis and implement sustainable wage/benefit goals to combat the dwindling workforce threat.

- **Strategy 4.2. Culture of Trust**

Establish an Employee Relations Group (ERG) and administer annual engagement surveys to foster open communication.

- **Strategy 4.3. Safety Leadership**

Deliver focused emergency preparedness and CPR training, establishing Y staff as safety leaders within the facility and the broader community.



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## PILLAR

### FINANCIAL STEWARDSHIP & PHILANTHROPY

**Promote a culture of fiscal stewardship and transparency to ensure long-term financial health and stability.**

- **Strategy 5.1 Asset Preservation**

Fully fund depreciation in the 2027 operating budget to ensure we can maintain the community's assets.

- **Strategy 5.2. Operational Efficiency**

Integrate real-time tracking for budget spending and establish a board-approved debt-to-equity ratio.

- **Strategy 5.3. Philanthropic Growth**

Grow corporate annual giving by 25% annually over a 3-year average, conducting monthly meetings to cultivate aligned partnerships.

- **Strategy 5.4. Infrastructure**

Create a Development Committee on the board with a defined chart of work by June 2026.



## EXECUTION

### THE CHAMPION MODEL

To ensure accountability, we assign a "Champion" to drive each strategy. The Champion is responsible for removing obstacles and reporting progress to the relevant Board Committee.

Strategic Pillar	Assigned Champion (Staff Role)	Oversight Committee
Community Vitality	CEO / Community Liaison	Executive Committee
Member Well-being	Healthy Living Director	Executive Committee
Asset Permanence (Facilities)	Facilities Director	Executive Committee
Human Capital	HR Coordinator	Executive Committee
Financial Stewardship	Exec. Director of Ops & Finance	Finance Committee
Philanthropy	Development Director	Development Committee

## STRATEGIC PLAN

## STRATEGY SCREEN

We will use this screen to evaluate new opportunities. If an initiative does not pass this screen, we will say "No" or refer it to a partner to protect our focus.



### Alignment

Does this align with our mission to build a healthy spirit, mind, and body for all?



### The "Best Fit" Test

Is another local organization better equipped to provide this service? If yes, we partner; we do not duplicate.



### Financial Viability

Does it move us toward financial stability and funding depreciation, or does it drain resources?



### Capacity Building

Does this project directly increase our ability to serve more people or offer more programs?



## MEASURING SUCCESS

### 2029 TARGETS

We will track our progress through a **Balanced Scorecard** approach, measuring not just what we do, but how we change the community.



### Community Impact Metrics (The Why)

- **Youth Success:** At least 80% high school graduation rate among teen program participants and teen employees/volunteers (partnering with schools for data validation).
- **Social Connectedness:** Improvement in member survey scores related to "I have made a friend at the Y" or "I feel less isolated."
- **Partnerships:** Addition of one new organizational partner per quarter.



### Member & Staff Experience (The Who)

- **Net Promoter Score (NPS):** Establish a baseline and achieve year-over-year growth in member and staff satisfaction scores.
- **Staff Retention:** Implementation of market-competitive wage goals and improvement in annual engagement survey scores.



### Operational Health (The How)

- **Asset Security:** Successful acquisition/stabilization of a permanent facility for childcare/youth development.
- **Financial Sustainability:** Depreciation fully funded in the operating budget by 2027.
- **Philanthropy:** 25% annual growth in corporate giving over a 3-year average.

