



FOR YOUTH DEVELOPMENT®  
FOR HEALTHY LIVING  
FOR SOCIAL RESPONSIBILITY

# EXPANDING YMCA IMPACT

**Strategic Plan 2024–2029**  
ASHLAND FAMILY YMCA



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# EXPANDING YMCA IMPACT

**Plan Origins:** The development of the Ashland Family YMCA's 2024 -2029 Strategic Plan has been a complex process whose origins began in the early spring of 2023. This time marked the hopeful end of the Covid-19 pandemic and the start of a fresh chapter with new Executive Leadership. Our organization's strategic plan intends to respond to the promise of evolving opportunities to live our mission through the core purposes of Youth Development, Healthy Living, and Social Responsibility.

## **Strategic Planning Process:**

**Oversight** -The process was researched, designed, and drafted by a committee of eight Board of Directors members who volunteered to participate. The work was staffed by the former and current Executive Directors and stewarded by a professional facilitator.

**Process** -The committee endeavored to produce a plan that was informed by member and community feedback, and environmental factors. The plan took 12 months to complete in entirety.

The planning process began with comprehensive data-gathering including:

- Key interviews of community leaders
- Staff and member surveys
- Small focus groups
- Strengths, Weaknesses, Opportunities and Threats (SWOT) assessments of board and staff members
- Data analysis of school district censuses, demographics, cost of living and housing, and the lack of childcare options in Southern Oregon
- Explore of potential regional partnerships for mission aligned work

After analysis of the data, consistent concepts began to emerge. Four areas in which to increase our efforts are:

- The need for more activities that enhance and deepen a sense of community
- More opportunities for early learning and childcare
- Support for at-risk members and adolescents experiencing hardship and anxiety
- Help connect isolated seniors within the YMCA community

As we heard, discussed, and researched these thematic community responses, we focused on the role the Ashland Family YMCA might play in addressing some of these issues. The committee concluded that it is imperative to continue the successful work currently in progress at the Ashland Family YMCA. In addition, we can enhance our internal services for members and expand our outreach within the larger community. We acknowledge the need to create balance by building strategic partnerships to support areas outside our offerings. The theme for our strategic plan is: Creating a sense of community focused on well-being.

**Operating definition of community:** A fellowship of people who share the same interests and values (Oxford English Dictionary synopsis).

Our fundamental priority is to act as stewards of our mission and to sustain our organization into the future. The committee is determined to uphold the Ashland Family YMCA's core values and spread our institutional reach to include more of our region and community. The committee identified four areas of focus:

1. Strengthen Community for Those We Serve and Beyond (Social Connection, Service, Collaborations)
2. Grow and Expand Programs and Membership for a Lifetime (Programs and Growth & Membership)
3. Invest in the Future for the YMCA (Financial and Leadership)
4. Ensure YMCA Facilities Meet the Needs for Present and Future (Facilities & Expansion)

# EXPANDING YMCA IMPACT (CONT)

As you read through this plan, our hope is that our ability and intention to develop healthy individuals and to promote community resilience shines through. As the collective leadership for the Ashland Family YMCA, we are grateful to all the singular voices who contributed to this plan, and to those who will contribute time and resources to future efforts. We are grateful to be able to boldly embrace this body of work, knowing that we have the support of our members, staff, and the larger community.

## Strategic Planning by the Numbers:

Strategic Planning Committee – Board of Directors Volunteer Hours.....	410 hours
Community Leader Interviews*.....	14 (21hours)
Data Presentations*.....	4 (4 hours)
Staff hours to complete.....	180 hours
Ashland Family YMCA Member Survey*: Distribution list .....	~8000 members
Survey Responses*.....	1812
Data Sources Examined*.....	12 (24 hours)

\*See Appendix

### Strategic Planning Committee Members:

John Maurer, Strategic Planning Chair  
Alan DeBoer, YMCA Board President  
Dave Dotterer  
Diane Engelhardt  
Ty Hisatomi  
Barbara Saigo  
David Wilkerson

### Staff:

Heidi Hill, Executive Director  
Lisa Molnar, Executive Director Emeritus  
Jon Lange, Facilitating Consultant  
Jen McCollum, Development Director  
Judy Hawley, Editor  
Travis Wills, Editor



**ASHLAND FAMILY YMCA  
2024-2029**

**STRATEGIC PLAN** 

# PLAN FOUNDATIONS

## OUR MISSION

The Ashland Family YMCA exists to fulfill human potential and to enrich the quality of life of those we serve through youth development, healthy living and social responsibility.



## CORE VALUES

- **CARING** - Show sincere concern for others
- **HONESTY** - Be truthful in what you say and do
- **RESPECT** - Treat each other as we all would like to be treated
- **RESPONSIBILITY** - Be accountable for your promises and actions



## OUR VISION

We envision a community where all people are strong in mind, body, and spirit.

## OUR COMMITMENT TO EQUITY

The Ashland Family YMCA is committed to creating a diverse, inclusive, and safe space for all. We are dedicated to building bridges, increasing our knowledge, understanding, and bringing people together to advance equity and create positive change at our YMCA. All are welcome here.



## FUNDAMENTAL ROLES

- Serve people of all ages, ethnicities, spiritualities & incomes by creating a community focused on wellbeing.
- Deliver excellent health and wellness activities, facilities, and programs for audiences and people of all ages.
- Offer quality youth development programs and opportunities to assist every child in reaching their full potential.
- Ensure YMCA facilities meet the needs for present and future.



# PLAN OVERVIEW:

## EXPANDING YMCA IMPACT

**The guiding principle for the Ashland Family  
YMCA 2024 - 2029 Strategic Plan:  
Create a community focused on well-being**

Glossary/Terms:

Areas of Focus - Themes that determine goals, strategies & work structure.

Goals - Objectives of strategies planned to accomplish within a set time frame.

Strategies - A plan of action designed to achieve a long term goal.

## EXPANDING YMCA IMPACT: AN OVERVIEW

**Strengthen  
Community for  
Those We Serve  
& Beyond**

1. Bolster mind, body, and spirit by connecting with each other and building community.
2. Build relationships in the region that shape our collective future.
3. Continue to create a sense of community for all people.

**Grow &  
Expand  
Programs &  
Membership for  
a Lifetime**

1. Expand Youth Development program offerings.
2. Expand adult and senior programming.
3. Explore & expand to serve a greater service area.

**Invest  
in the Future  
YMCA**

1. Remain financially sound and secure for today and tomorrow.
2. Develop current and future leaders.

**Ensure YMCA  
Facilities Meet  
Present &  
Future Needs**

1. Maintain relevant facilities and technology to ensure the best experience for members, volunteers, and staff.
2. Expand home campus.
3. Explore and expand to serve greater region.





**AREAS OF FOCUS,  
GOALS,  
& STRATEGIES**



## Area of Focus 1

# Strengthen Community for Those We Serve & Beyond (Social Connections, Customer Service, Collaborations)

### Goal One

**The YMCA bolsters mind, body & spirit by connecting people & building community.**

1. Establish a robust lobby event calendar featuring exhibits, lectures and offerings that celebrate the human spirit and feed the mind.
2. Create intentional intergenerational volunteer and program opportunities.
3. Foster learning on issues impacting our members and community for the purpose of increasing understanding for Board, Staff and Members.
4. Increase communication methods and solicit feedback from members and community through periodic surveys and publications.

### Goal Two

**The YMCA builds relationships in the region that shape our collective future.**

1. Partner with education, healthcare, government and community service groups that influence future initiatives.
2. Build intentional relationships and collaborations with mission-aligned organizations that support our most vulnerable members and staff.
3. Promote and operate Camp DeBoer as an asset to private groups and other mission-aligned organizations that offer camps, retreats and convention space for all of Southern Oregon.

### Goal Three

**The YMCA continues to create a sense of community for all people.**

1. Launch a customer service and communications initiative focusing on our core values of Caring, Honesty, Respect and Responsibility.
2. Continue to enhance our YMCA's historical reputation as a community gathering place focused on individual and community wellness.

## Area of Focus 2

# Grow & Expand Programs & Membership for a Lifetime (Programs & Membership Growth)

### Goal One

#### Expand Youth Development Program offerings.

1. Offer expanded early learning and care in the entire service region that is affordable and delivered with a lens of equity.
2. Conduct outreach and support for adolescent-focused programs (e.g., Youth Sports, Mentoring, Workforce Development) alone and in partnership.
3. Consider Camp DeBoer usage expansion to serve special needs and underserved populations.

### Goal Two

#### Expand adult and senior programming.

1. Maintain success and continue to develop programs and facilities responsive to all fitness levels and trends.
2. Offer exceptional programs with enhanced focus on senior issues.
3. Offer opportunities at Camp DeBoer for health and wellness-related activities such as wellness weekends, competitive sports, training and education.

### Goal Three

#### Explore and expand to serve a greater service area.

1. Explore offering community-based health and wellness programs in North Ashland and Talent region.
2. Expand youth development services to North Ashland and Talent region.
3. Explore feasibility of a satellite location dedicated to YMCA use in the communities north of Ashland.

## Area of Focus 3

# Invest in the Future of the Ashland Family YMCA (Financial & Leadership)

### Goal One

**The YMCA is financially sound and secure for today and tomorrow.**

1. Grow current endowment through development of communications and marketing strategies.
2. Develop third party/partner funding strategies aligned with current areas of focus (maximize number of payers to include healthcare, foundation grants, community organizations/ businesses and external funding programs).
3. Grow current fundraising efforts through additional methods of giving.
4. Develop targeted fundraising and user revenue strategies for Camp DeBoer.

### Goal Two

**Develop current and future leaders.**

1. Build board capacity and engagement through a robust board/member committee structure, education and advisory groups.
2. Invest in staff and team leaders through professional development and training opportunities, transparent and equitable pay structures and practices, and clear career paths.
3. Develop enriched volunteer program including training and education.

## Area of Focus 4

# Ensure YMCA Facilities Meet the Needs for Present & Future (Facilities & Expansion)

### Goal One

**The YMCA continues to maintain relevant facilities and technology to ensure the best experience for members, volunteers, and staff.**

1. Maintain and upgrade current facilities and technical infrastructure to ensure safe, high quality and relevant program offerings.
2. Update lobby to function as a community space ready for lectures, art, music, events, etc.
3. Conduct a facility risk assessment focused on two areas; physical facility risk and technological risk.
4. Invest in safety measures for existing facility and team (recommendations from risk assessment).
5. Develop a lifecycle and inventory for YMCA technological assets – continue to assess areas for upgrade or transition, especially related to changing needs of population, environment, and expansion.

### Goal Two

**Expand home campus.**

1. Establish a strategic committee comprised of board members, YMCA members, and YMCA staff to explore current and potential future assets.
2. Explore existing assets (e.g. Ashland Street frontage property, back of main facility property) for potential expansion.
3. Cultivate potential expansion opportunities with neighbors/partners.
4. Develop Facility Expansion for multi-use court space, and pandemic / environmental responsiveness.
5. Consider launch of capital campaign for Development.

### Goal Three

**Explore and expand to serve a greater service area.**

1. Explore potential expanded regions (e.g., Talent) in determining the needs of the community.
2. Expand programs in youth development and healthy living to North Ashland and Talent.
3. Explore feasibility of a satellite location dedicated to YMCA use in the communities north of Ashland.



# APPENDICES

## APPENDIX I

# IMPLEMENTATION & OVERSIGHT

The Ashland Family YMCA is a complex organization offering multiple services to the Y-community it serves. It has a secure reputation and strong financial foundation. The Strategic Plan for the Ashland Family YMCA is robust with comprehensive goals and strategies to achieve them.

The role of administering and managing our YMCA is complex and significant. The Board of Directors is charged to oversee the Executive Director in execution of that administrative burden to ensure at the highest levels that the priorities and goals in the strategic plan are accomplished through a series of annual work plans.

The planning process of 2023 sought to assess all facets of our YMCA, then develop plans to maintain and build upon current successes. In addition, data obtained through surveys and interviews made clear that there are material new objectives this organization wishes to consider and accomplish over the next five years. They are:

- 1. Consider the Ashland Family YMCA's role within the broader community, especially in response to the increased community need for quality childcare and youth programming.**
- 2. Inventory and assess physical facilities and assets for current and future needs and growth.**
- 3. Determine our role in expanding our services to a broader service area, including the Pinehurst School District.**

To accomplish these directives the Board of Directors and the Strategic Planning Committee will oversee the CEO/Executive Director in the development of annual work plans. This continued oversight will be responsive to changing environments and objectives based on accomplishments, research, and continued evaluation. Believing that work is best informed through member and community feedback, committees and ongoing taskforces will be established throughout the years to provide input on emerging issues and new initiatives.

Through this strategic plan, our YMCA is committed to continuing to offer quality and modern programming. Much of this effort is routine and ongoing in nature. To monitor these expectations, operational reports will be provided to the Strategic Planning Committee and the Board of Directors throughout the term of this plan. The Board of Directors and Strategic Planning Committee have outlined the high-level goals to reach the three new objectives defined above. It is important to note that annual work plans may change the timelines or direction of strategies.

Annual workplans will be developed by the Executive Director and informed by the Strategic Planning Committee on an annual basis in the fourth quarter of each year of implementation of plan implementation. This process will allow for any adjustments or redirection based on current information and assessment of accomplished work. Progress on work plans will be reported on and monitored by the Strategic Planning Committee and Executive Director at regular intervals.



## APPENDIX II

# ORGANIZATIONAL HISTORY

## YMCA History

**Founded in 1844 by George Williams and 11 others to put Christian principles into practice by developing a healthy “mind, body and spirit.”**

When George Williams founded the first YMCA in Industrial Revolution-era London, he sought to create a supportive community to help young men like himself address pressing social challenges. The idea found a home in the U.S. seven years later at the Old South Church in Boston. The last 170+ years have seen the Y's mission grow exponentially, and today the Y engages more than 10,000 communities across the U.S. As the nation's leading nonprofit, the Y is committed to empowering people to reach their full potential, to improving well-being, inspiring action, strengthening communities and ensuring that everyone has the opportunity to become healthier, more confident, connected and secure.

## YMCAs – Across the USA/World

**Mission and Values: The Y is a nonprofit organization whose mission is to put Christian principles into practice through programs that build healthy spirit, mind and body for all. Guided by our core values of caring, honesty, respect and responsibility, the Y is dedicated to giving people of all ages, backgrounds and walks of life the opportunity to reach their full potential with dignity.**

- 2,650 YMCAs serve 11 million people in 10,000 communities
- 10,000 day and overnight camps
- 4M lbs of groceries distributed to families
- 4M children engaged and empowered
- 233,000 US based volunteers

## Ashland Family YMCA

**Founded in 1899 from a grassroots effort that focused on father/son activities – evolving to include women and girls and growing to the Y we have today.**

Mission – The Ashland Family YMCA exists to fulfill human potential and to enrich the quality of life of those we serve through youth development, healthy living and social responsibility.

Vision – We envision a community where all people are strong in mind, body and spirit.

Values – Caring, Honesty, Respect and Responsibility

# APPENDIX III

## DATA RESOURCES

The **planning process** began with comprehensive data-gathering including:

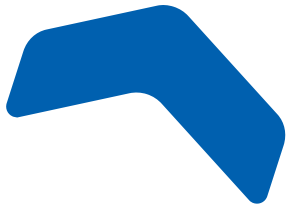
- Interviews of key community leaders
- Staff and member surveys
- Small focus groups
- Ashland Family YMCA Board of Directors SWOT assessment  
(Strengths, Weaknesses, Opportunities and Threats)
- Ashland Family YMCA Staff and Member SWOT assessment  
(Strengths, Weaknesses, Opportunities and Threats)
- Exploration of potential regional partnerships for mission aligned work

Extensive **data analysis** of the following:

- school district censuses
- demographics
- cost of living and housing
- lack of childcare options in Southern Oregon

**Reference data** can be found [here](#). Highlights of data:

- Community SWOT Data Summary: Slide #41
- Staff SWOT: Slide #46
- Community Survey Data: Slide #19
- Community Leader Interviews: Slide #40



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