

BUILDING TOMORROW TOGETHER

TREASURE VALLEY FAMILY YMCA
2026-2029 STRATEGIC ROAD MAP

TOPPING OUT CEREMONY, CapEd DOWNTOWN BOISE YMCA





**BUILDING
TOMORROW
TOGETHER**





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OUR DIRECTION

A Letter From Our Organization

Across the Treasure Valley, people are concerned about their quality of life, their children's, and that of their neighbors. Challenges such as teen suicide, low levels of physical and mental health, chronic disease, loneliness and social isolation, political divisiveness, and stress on families affect the strength of communities. To bring about meaningful change, individuals need a welcoming place to belong, ongoing support, encouragement, and connections with others—all of which the Y provides. We believe that our YMCA can help change the lives of all the people in the Treasure Valley.

Through this plan, Building Tomorrow Together, our YMCA will be a force for good in addressing some of the most critical challenges in our community. We will make sure everyone, regardless of age, income, or background, has the opportunity to learn, grow, and thrive. In 2025, the Treasure Valley Family Y served one out of every four children in the valley and had 67,000 members. Our vision is to serve one out of every two children in the valley and over 100,000 members by 2035. This plan will lead us towards these aspirational goals.

We want to thank the Strategy and Community Planning Committee for their leadership and dedication to making this Strategic Road Map possible. The 2026 – 2029 “Building Tomorrow Together” Road Map is the product of twelve months of work and was shaped by input from a diverse number of community partners and stakeholders. Over the past year, the committee has engaged both Y staff and the YMCA Board of Directors to refine the data and prepare the plan for final review and Board approval. The Treasure Valley Family Board of Directors unanimously adopted the plan on November 5, 2025.

This Strategic Road Map is a living, adaptable plan that can flex with our growing community and adjust to unforeseen events. We are committed to monitoring the implementation of the plan and regular re-examination of its components and their impact on our mission. Through this commitment, we will work to Build Tomorrow Together -- and, in doing so, a brighter future for all of us.



Angie Gribble
Bill Geppert
Bill Jacobs

Brian Buckham
Christy Calhoun
Clay Carley

Cliff Naumann
Corey Surber
Darron Page

David Duro
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Meagan Ellis
Nicole Kissler
Paul Egert

Sierra Buttars
Theresa Madrid

David Duro
President and CEO

Dave Self
Board of Directors Chair

Kelci Lucier
Strategy Committee Chair



DOWNTOWN BOISE YMCA

WEST BOISE YMCA



HEALTHY KIDS DAY, CALDWELL YMCA

MISSION

The Treasure Valley Family YMCA works to strengthen the foundation of our community by developing **successful youth**, engaging people in **healthy living**, and inspiring a commitment to **social responsibility**.

We provide support and opportunities that empower people and communities to learn, grow, and thrive.

VALUES

The Y's four core values are caring, honesty, respect, and responsibility. We challenge our members, participants, volunteers, and staff to believe in and behave according to these values. Our core values unite us with a common cause.

They are the shared beliefs and essential principles that guide our behavior, interactions with each other, and decision-making.

AREAS OF FOCUS

We focus our work in three key areas that are fundamental to strengthening community: youth development, healthy living, and social responsibility. We work to increase our organizational capacity to ensure we have the capability to bring about meaningful change in individuals and communities. We are mission-driven, safe and responsible, and financially sustainable.

IMPACT

We improve lives, provide purpose, and create opportunities and hope for all as we work with partners to address significant challenges in our diverse and growing community.



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YMCA WELCOMING WEEK

OUR STRATEGIC ADVANTAGES

- We are a partner of choice due to our long and successful history, sustained volunteer and staff leadership, and strong reputation.
- Our membership and participation model allows accessibility for all. No one is turned away due to their inability to pay.
- We provide a diverse mix of programs and activities that have a proven track record of positively impacting people of a wide range of ages, abilities, interests, and needs.
- Our connection to the national YMCA network provides a strongly recognized brand and access to evidence-based materials, curricula, and resources.
- We have one of the largest geographic reaches as a non-profit in the Treasure Valley due to our strategic locations and partnerships.
- Our membership base of 67,000 people, 100,000 participants, and 2,500 staff and volunteers presents the opportunity to enroll and activate others in achieving our desired impact.

OUR STRATEGY SCREEN

- How does this opportunity align with our mission, values, and cause?
- What impact will this action have on the identified critical community challenges?
- How does this leverage our strategic advantages?
- Are we the best organization to take this action? If so, why?
- Is this opportunity financially sustainable?
- Do we have the capacity to take this on in a safe and responsible manner?
- Will it strengthen our brand and image? If so, how?
- Is there an opportunity to collaborate with a community partner?
- How will we measure and communicate success?



YMCA CAMP AT HORSETHIEF RESERVOIR,
CASCADE, ID



YOUTH BASKETBALL CAMP, WEST BOISE YMCA



YOUTH DAY CAMP, TOMLINSON
SOUTH MERIDIAN YMCA

YOUTH DEVELOPMENT

WHAT WE LEARNED:

The need for additional resources that help Treasure Valley youth and teens build social, emotional, academic, and physical confidence and resilience has increased. This need is projected to become more acute as resources from other sectors experience reduction or elimination.

OUR COMMITMENTS:

We will expand current high-quality, results-based, relevant, and age-specific programs designed to reach all children.

We will develop new youth and teen programs that meet the wants and needs of this population by engaging parents, youth and teens.

We will expand school and community partnerships in order to reach more youth, increase impact, and deliver more cost-effective programs.

OUR GOAL:

Our Y will reach 20,000 additional children who report being more socially connected, physically active and successful in school. This moves us towards our aspirational goal of serving 1 of 2 youth in the Treasure Valley by 2035.



DOWNTOWN BOISE YMCA



TOMLINSON SOUTH MERIDIAN YMCA

HEALTHY LIVING

WHAT WE LEARNED:

There are low levels of wellness, including physical and mental health, and high levels of social isolation and loneliness for Treasure Valley residents, especially in areas not currently reached by our YMCA.

OUR COMMITMENTS:

We will develop and grow opportunities for all people to engage in physical fitness, nutrition, mental wellness, and the prevention and management of chronic disease.

We will reduce social isolation and loneliness by creating connected communities among members, staff and participants.

We will improve the quality of the member experience by increasing the support and motivation members need to be successful in their commitment to health and exercise.

We will partner with other organizations to elevate community health.

OUR GOAL:

The Y will improve the physical, mental, and social well-being for an additional 15,000 members. All members feel connected, reach their wellness goals and have a place to belong. This puts us on pace to achieve our membership goal of 100,000 members by 2035.



YMCA CHRISTMAS RUN



SPIN-A-THON, WEST BOISE YMCA



SOCIAL RESPONSIBILITY

WHAT WE LEARNED:

There is a lack of programs and spaces where people from differing backgrounds can develop compassion, understanding, and empathy for others. This contributes to divisiveness, feelings of isolation and even violence.

OUR COMMITMENTS:

We will ensure that all community members see the Y as being for them by building upon the “YMCA FOR ALL” message in all YMCA activities, programs, and communication.

We will integrate opportunities for community formation, volunteerism, philanthropy and the YMCA Core Values into program curriculum and activities for all ages.

We will increase the number of YMCA physical spaces where people are safe and welcome and can come together to create community connections.

OUR GOAL:

The Y will expand our impact as a community – focused organization that fosters connections with people, their communities, and their own purpose. We are a welcoming place for all.



VOLLEYBALL CAMP, TOMLINSON SOUTH MERIDIAN YMCA



YMCA CAMP AT HORSETHIEF RESERVOIR, CASCADE, ID

ORGANIZATIONAL CAPACITY

WHAT WE LEARNED:

Our Y has lagged behind the growth rate of area population. The pace of change in external factors like technology and societal norms is rapid. Our ability to address current and projected community needs is insufficient due to lack of human, financial, technology, and physical resources.

OUR COMMITMENTS:

We will ensure that the financial resources needed to power the Y's mission and cause are available by growing philanthropic and earned revenue.

We will develop and implement a multi-year business systems plan that increases our organizational capacity and ability to serve the needs of today and tomorrow.

We will optimize our organizational capacity by developing and implementing human resource strategies that attract, engage, and retain top talent.

We will expand our physical footprint to bring the YMCA experience to a greater portion of the Treasure Valley while being responsible stewards of all current physical assets.

OUR GOAL:

Our Y will be well positioned and resourced to meet today's community needs and keep pace with population growth and the pace of change. We will build upon our platform of success and expand our capacity in all resource areas.



LEADERSHIP UNITED IN CAUSE: EXECUTIVE TEAM & BOARD OF DIRECTORS

At the heart of our strategic vision is a team of dedicated leaders and advisors whose expertise, integrity, passion, and commitment guide our organization forward. With appreciation and respect, we are proud to recognize the team whose leadership fuels our shared vision. Thank you for your unwavering commitment to our mission and your role in driving meaningful progress for the Treasure Valley Family YMCA.

2025 BOARD OF DIRECTORS:

Aaron Elton	Brandon Hammer	David Self	Janelle Wise	Jessica Burke	Nell Dalton
Angela Reed	Brian Buckham	David Ward	Jay Multanen	John Cotner	Paul Egert
Ben Schwartzman	Corey Surber	David Zarkou	Jeff Tonkin	Kelci Lucier	Scott Gipson
Betsy Roberts	Dan Hutchinson	Dwight Edwards	Jennifer Martin	Krista Madril	Shanley Skillern
Bill Geppert	Darron Page	Erin Erkins	Jennifer Orner	Marni McDowell	Tom Corrick

YMCA EXECUTIVE LEADERSHIP TEAM:

Andrew Fletcher	Fabiola Urena	Mike Conaway
Chris Gifford	Jonathan Nims	Mike Kapuscinski
Cliff Naumann	Julia Clark	Meagan Ellis
Daniel Alpers	Julie Eng	Scott Swanson
David Duro	Liz Beem	Teresa Wood-Adams
Erik Bullock	Mickey Pedersen	

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