





OKR Strategy Map

Pillars	Measures of Success	2024 Results	2025 Results
 <p>People</p>	<ul style="list-style-type: none"> Grow member engagement and enhance the member experience for all generations Elevate the staff and volunteer experience 	<ul style="list-style-type: none"> 86% 98% 	<ul style="list-style-type: none"> 100% 98%
 <p>Purpose</p>	<ul style="list-style-type: none"> Ensure financial health and philanthropic sustainability Foster a strong and inclusive brand identity that reflects our commitment to building a welcoming and supportive community Grow fundraising by strengthening our culture of philanthropy and sharing our impact 	<ul style="list-style-type: none"> 60% 99% 67% 	<ul style="list-style-type: none"> 100% 98% 96%
 <p>Places</p>	<ul style="list-style-type: none"> Minimize our impact on the environment and become a more sustainable organization Explore opportunities for growing our reach Optimize and reinvest in our physical assets to ensure our locations are accessible and available to all 	<ul style="list-style-type: none"> 27% 100% 58% 	<ul style="list-style-type: none"> 100% 93% 75%
 <p>Programs</p>	<ul style="list-style-type: none"> Assess community needs and serve as a convener to expand and leverage partnerships Develop new programs for youth during out-of-school time Enhance and improve the Y's programs and services through an organization-wide commitment to quality and innovation 	<ul style="list-style-type: none"> 75% 100% 59% 	<ul style="list-style-type: none"> 100% 100% 76%

