2020–2022 STRATEGIC PLAN

MISSION STATEMENT
To put Christian principles into practice through programs that build a healthy spirit, mind and body for all.

IMPACT STATEMENT
At the Y, we believe in bridging the opportunity gap, connecting community and cultivating equity for all. We will be the center of the community by inspiring and promoting emotional, spiritual and physical well-being in all communities we serve.

STRATEGY SCREEN
1. How does this opportunity further our Mission and Cause?
2. What data is needed to measure impact and make a decision?
3. How will this diversity and inclusion efforts improve intergenerational and multicultural relationships in our community?
4. Are we the right organization to take this opportunity on—or is there a better organization we can partner with?
5. What are the benefits and risks to the organization and those being served?
6. How can we scale this to all of our Ys in our Association for consistency?
7. How are we going to sustain this opportunity into the future?
8. What is the opportunity’s “why” and who needs to have internal and external input?
9. How does this opportunity improve our efficiency and impact our resources—human and financial?

STRATEGIC ADVANTAGES
1. Our unique ability to serve diverse individuals and families with an intergenerational approach.
2. Our welcoming and inclusive culture.
3. Our geographic reach across the region.
4. Our brand recognition and organizational history.
5. Our high performing staff team.

STRATEGIC PRIORITIES
1. Culture
2. Organizational Excellence
3. Social Responsibility
## 2020–2022 STRATEGIC PLAN

### CULTURE

We strive to create an inclusive culture that attracts and retains all people who believe in the organization’s mission and ability to address the needs of our communities, and is worthy of their trust, time and talent.

<table>
<thead>
<tr>
<th>STRATEGIC IMPERATIVE</th>
<th>STRATEGIES</th>
<th>SUCCESS MEASUREMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A.</strong> Define our shared culture and develop clear, consistent messaging that helps all people understand the Y’s values and commitments, and the personal role they play in advancing our cause.</td>
<td></td>
<td>Grow volunteers to 7,500 with 800 Campaigners by year-end 2022. [2019: 7,000, 711]</td>
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<td><strong>B.</strong> Cultivate an organization where all people nurture strong relationships and feel there is a high level of trust, transparency, compassion and safety.</td>
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<td>Staff team members that are very satisfied will meet or exceed 40% by year-end 2022. [2019: 27%]</td>
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<td><strong>C.</strong> Recruit, retain, engage and develop all people to effectively lead our teams and contribute to our diverse and inclusive culture.</td>
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<td>Staff team members that refer a friend for employment will meet or exceed 40 by year-end 2022. [2019: 0]</td>
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<td><strong>D.</strong> Empower all levels of the organization to be part of innovation, change and solutions.</td>
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## STRATEGIC PLAN

### STRATEGIC IMPERATIVE

- **CULTURE**
  - Define our shared culture and develop clear, consistent messaging that helps all people understand the Y’s values and commitments, and the personal role they play in advancing our cause.
  - Cultivate an organization where all people nurture strong relationships and feel there is a high level of trust, transparency, compassion and safety.
  - Recruit, retain, engage and develop all people to effectively lead our teams and contribute to our diverse and inclusive culture.
  - Empower all levels of the organization to be part of innovation, change and solutions.

### SUCCESS MEASUREMENTS

- Grow volunteers to 7,500 with 800 Campaigners by year-end 2022. [2019: 7,000, 711]
- Staff team members that are very satisfied will meet or exceed 40% by year-end 2022. [2019: 27%]
- Staff team members that refer a friend for employment will meet or exceed 40 by year-end 2022. [2019: 0]
# 2020–2022 Strategic Plan

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<td>A. The Y Experience</td>
<td>By using our organizational strengths and core values we will create an environment of achievement, belonging and relationships that will result in an exceptional membership experience for all.</td>
<td>Generate and reinvest a minimum of $5M in contribution margin annually to improve the Y experience by year-end 2022. [2019: $3.6Mb/$4.3Mf]</td>
</tr>
<tr>
<td>B. Financial Sustainability</td>
<td>Steward and grow organizational resources for greater internal and external investment.</td>
<td>Generate $70M from the comprehensive campaign to provide opportunity for all by 2023. [2019: $17M]</td>
</tr>
<tr>
<td>C. Safety</td>
<td>Maintain a safe and protective environment for all in our care.</td>
<td>Improve our safety index score to over 250 by year-end 2022. [2019:0/NA]</td>
</tr>
<tr>
<td>D. Asset Optimization</td>
<td>Maximizing performance by fully utilizing our assets to accelerate operational excellence.</td>
<td>Grow membership to an average of 54,000 units, 67% retention and 54% excellence rating by year-end 2022. [2019: 53,000, 65%, 51%]</td>
</tr>
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</table>

## Organizational Excellence
Align resources to better serve our community and achieve long-term financial sustainability.
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<td>SOCIAL RESPONSIBILITY</td>
<td>A. Connecting communities by fostering inclusion and diversity so that all have an opportunity for safe and meaningful engagement with each other and their community.</td>
<td>Grow to serve 350,000 lives through membership, programs and volunteerism by year-end 2022. [2018: 293,158]</td>
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<td>B. Bridging the opportunity gap by cultivating equity in health and education resulting in a connected community that addresses current disparities and fosters change.</td>
<td>Provide $6.5M in financial assistance to strengthen our community by year-end 2022. [2018: $6.2M]</td>
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<td>Instances of annual face-to-face advocacy between Y stakeholders and local, state or federal officials increase to at least 80 by year-end 2022. [2019: 40]</td>
<td>The baseline Equity Score for the City of St. Louis will improve to 50 out of 100 points by year-end 2022. [2018: 45.57]</td>
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</table>