### Mission

YWCA St. Paul is dedicated to eliminating racism, empowering women and promoting peace, justice, freedom and dignity for all.

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### Guiding Principles

- **Accountability**
- **Customer Satisfaction /Quality**
- **Innovation**
- **Collaboration**
- **Communication**
- **Appreciation & Celebration**
- **Diversity & Inclusion**
- **Professional Development & Improvement**

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### Marketplace/Customers

- Be recognized within the community for advancing racial justice and women’s empowerment through advocacy and high impact programs.
- Train and engage staff and board as brand ambassadors.
- Engage board and staff in proactively helping others to understand the YWCA mission and impact.
- Participate and/or sponsor community events aligned with our mission of eliminating racism and empowering women (e.g. Community Conversations)
- Build and leverage relationships with aligned external organizations.
- Sponsor activities to raise awareness in the community of the effects of domestic violence and available resources for those affected.
- Engage in mission focused legislative advocacy in conjunction with YWCA USA and other aligned partners.

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### Programs & Services

- Meet community needs through innovative and high-quality programs.
- Assess and evaluate current and proposed programs based on mission alignment, community needs, internal capacity and financial sustainability.
- Develop and launch career pathways model.
- Enhance offerings for women and girls.
- Integrate health and wellness across programs.
- Develop and implement program evaluation model that measures program and organizational impact.
- Implement revised metrics (and dashboard report) for each program based on sector best practices, funder requirements, and program evaluation recommendations.

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### People

- Create and sustain a culture that embraces and embodies our Guiding Principles every day.
- Internal team:
  - Improve people processes, ensuring alignment with guiding principles
  - Ensure team member professional and leadership development.
  - Grow our cultural competence.
- Develop and implement plan for Board Self-Assessment
  - Priorities: Greater Engagement & Fundraising.
  - Increase program volunteer engagement.
  - Build culture of philanthropy.

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### Financial

- Strengthen our financial position.
- Build fundraising capacity; grow unrestricted revenue.
  - Develop annual target for fundraising tied to budget.
  - Develop and implement plan for increased annual fund results (individual giving).
  - Address staffing needs for development efforts.
  - Invest in infrastructure to support growth in individual giving.

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### Infrastructure

- Develop and implement a short and long term infrastructure plan.
- Create and implement a maintenance plan to support enhanced life expectancy of equipment, facilities & vehicles.
  - Conduct energy audit and initiate projects with sufficient return on investment.
- Create and implement a facilities management plan to ensure future viability.
- Enhance HFC facility to attract younger demographics and families.
  - Consider partnerships with other entities.
- Develop and implement an IT Plan.