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

### Guiding Principles
- **Client Satisfaction/Quality**
- **Diversity, Equity & Inclusion**
- **Innovation**
- **Accountability**
- **Collaboration**
- **Communication**
- **Appreciation & Celebration**
- **Professional Development & Improvement**

### Community Engagement
- Lead the community in advancing racial justice and women’s empowerment through education, advocacy and high-impact programs.

### Programs & Services
- Provide innovative and high-quality programs that anticipate and respond to community needs.

### People
- Live our Guiding Principles every day.

### Financial
- Strengthen our financial position to ensure future sustainability.

### Infrastructure
- Manage high-quality properties and operational infrastructure.

### Strategic Goals

#### Mission
- **YWCA St. Paul**
- **Strategic Plan**
- **Mission**

#### Guiding Principles
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### Initiatives
- **Enhance mission-focused education and advocacy on issues of racial justice, gender equity and cultural understanding**
- **Strengthen partnerships with aligned organizations on community engagement and education, programming, and advocacy to increase mission impact**
- **Activate and engage staff and board as proactive brand ambassadors promoting YWCA St. Paul mission and programs**
- **Sponsor and participate in community initiatives aligned with our mission**
- **Enhance services to promote racial and gender equity in key focus areas:**
  - Housing stability services
  - Employment and economic advancement
  - Youth leadership, achievement, employment and empowerment
- **Develop & support young women leaders**
- **Advance health and wellness goals in all programs**
- **Implement new program evaluation model for continuous quality improvement and focus on best practices**
- **Honor participant voices in program design and evaluation**
- **Internal team:**
  - Improve people processes
  - Ensure team member professional and leadership development
  - Cultivate a flexible workplace to attract, support and value mission-driven employees
  - Define and build culture of philanthropy
- **Expand board and staff knowledge, understanding and ability to promote racial and gender equity**
- **Enhance board engagement in fundraising, friend-raising and volunteering**
- **Increase program volunteer engagement by 25%**
- **Build development team fundraising capacity to increase individual giving and support capital campaign:**
  - Increase individual giving to 30% of gross revenue
  - Grow unrestricted income by 25%
- **Drive successful capital campaign for real estate redevelopment project and increase fundraising for programs**
- **Pursue additional sources of capital support for housing property**
- **Implement plan to address unfunded depreciation of housing properties**
- **Complete redevelopment project to secure:**
  - New HFC facility designed to attract new membership and generate increased revenue
  - New administrative and program space for more efficient operations and community engagement
  - New amenities for the community
- **Develop and implement strategy for continued operations during redevelopment**
- **Update maintenance plan for housing, equipment, facilities and vehicles**
- **Execute IT plan for greater operational efficiency, including upgrades of hardware/software, cybersecurity, governance and training**