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

### Guiding Principles

<table>
<thead>
<tr>
<th>Client Satisfaction/Quality</th>
<th>Diversity, Equity &amp; Inclusion</th>
<th>Innovation</th>
<th>Accountability</th>
<th>Collaboration</th>
<th>Communication</th>
<th>Appreciation &amp; Celebration</th>
<th>Professional Development &amp; Improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enhance mission focused education and advocacy on issues of racial justice, gender equity and cultural understanding.</td>
<td>Strengthen partnerships with aligned organizations on community engagement and education, programming, and advocacy to increase mission impact.</td>
<td>Develop &amp; support young women leaders.</td>
<td>Advance health and wellness goals in all programs.</td>
<td>Sponsor and participate in community initiatives aligned with our mission.</td>
<td>Increase awareness of YWCA Saint Paul among new audiences.</td>
<td>Welcome community into our space.</td>
<td></td>
</tr>
</tbody>
</table>

### Community Engagement

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

### Programs & Services

Centering the insight and knowledge of the communities we serve, provide innovative and high-quality programs that anticipate and respond to community needs.

### Strategic Goals

<table>
<thead>
<tr>
<th>Mission</th>
<th>Community Engagement</th>
<th>Programs &amp; Services</th>
<th>People</th>
<th>Financial</th>
<th>Infrastructure</th>
</tr>
</thead>
</table>

Live our Guiding Principles every day.

Strengthen our fundraising capacity and financial position to ensure future sustainability.

Manage high-quality properties and operational infrastructure.

### Initiatives

<table>
<thead>
<tr>
<th>Mission</th>
<th>Community Engagement</th>
<th>Programs &amp; Services</th>
<th>People</th>
<th>Financial</th>
<th>Infrastructure</th>
</tr>
</thead>
</table>

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

Internal team:
- Optimize support to employees through strong people processes.
- Ensure team member professional and leadership development.
- Cultivate a flexible workplace to attract, support and value mission driven employees.
- Build a culture that prioritizes fundraising and friend-raising and activates staff engagement and accountability.
- Retain employees through recognition and appreciation

Increase individual giving and support the launch of capital campaign:
- Increase individual giving
- Grow unrestricted income
- Increase recurring donors
- Increase lapsed donor giving
- Implement strong donor stewardship plan to support campaign and existing donors

Advance plan for new HFC facility and administrative and operational space.

Execute IT plan for greater operational efficiency, including upgrades of hardware/software, cybersecurity, governance, and training.

Develop long-term asset management plan for capital investment in housing and main office properties.

Maintain welcoming spaces that promote inclusion, equity, and wellness.

Expand board and staff knowledge, understanding and ability to promote racial and gender equity.

Meet budgetary goals, including cash on hand target.

STRATEGIC PLAN 2023—2025