## eliminating racism empowering women y wca

St. Paul

## 2023-2025 **STRATEGIC PLAN**

Mission	Community	Programs &			
	Engagement	Services	People	Financial	Infrastructure
YWCA St. Paul is	Strategic Goals				
dedicated to eliminating racism, empowering women and promoting peace, justice, freedom and dignity for all.	Lead the community in advancing racial justice and women's empowerment through education, advocacy and high- impact programs.	Centering the insight and knowledge of the communities we serve, provide innovative and high-quality programs that anticipate and respond to community needs.	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		
Guiding Principles	Enhance mission focused education and advocacy on issues of racial justice,	Enhance services to promote racial and gender equity in key focus areas:	Internal team: • Optimize support to employees through	Increase individual giving and support the launch of capital campaign:	Advance plan for new HFC facility and adminstratve and
Client Satisfaction/Quality	gender equity and cultural understanding.	<ul> <li>Housing stability services</li> <li>Employment and economic advancement</li> </ul>	strong people processes. • Ensure	<ul> <li>Increase individual giving</li> <li>Grow unrestricted</li> </ul>	operational space. Execute IT plan for
Diversity, Equity & Inclusion	Strengthen partnerships with aligned organizations on community engagement and	Youth leadership, achievement, employment and empowerment	team member professional and leadership	income <ul> <li>Increase recurring donors</li> </ul>	greater operational efficiency, including upgrades of hardware/
Innovation	education, programming, and advocacy to increase mission	Develop & support young	development. <ul> <li>Cultivate a flexible</li> </ul>	Increase lapsed donor giving	software, cybersecurity, governance, and
Accountability	impact.	women leaders.	workplace to attract, support and value	Implement strong     donor stewardship	training.
Collaboration	Activate and engage staff and board as proactive brand ambassadors promoting YWCA	Advance health and wellness goals in all programs.	mission driven employees. • Build a culture that	plan to support campaign and existing donors	Develop long-term asset management plan for capital investment in
Communication	St. Paul mission and programs.	Honor participant voices	prioritizes fundraising and friend-raising	Align cost structure	housing and main office properties.
Appreciation & Celebration	Sponsor and participate in community initiatives aligned with our mission.	in program design and evaluation for continuous quality improvement and	and activates staff engagement and accountability.	to ensure future sustainability.	Maintain welcoming spaces that promote
Professional Development & Improvement	Increase awareness of	focus on best practices.	Retain employees     through recognition	Strengthen collaboration and integrated processes between finance.	inclusion, equity, and wellness.
·	YWCA Saint Paul among new audiences.	Refine agency-wide and program-level outcome/ impact	and appreciation	development, and programs.	
	Welcome community into our space.	reporting tools and dashboards.	staff knowledge, understanding and ability to promote racial and gender equity.	Meet budgetary goals, including cash on hand target.	
<b>YWCA</b> IS ON A MISSION			Enhance board engagement in fundraising, friend-raising and volunteering. Strengthen volunteer		
MISSION			recruitment and process.		