

MISSION:

We rally community support and deliver best-in-class programs to inspire and equip Minneapolis and Saint Paul young people for careers, college and life.



VISION:

Our young people have full and equitable access to postsecondary education and career opportunities, creating a more just and vibrant community.



VALUES

We **Are**:

Anti-racist: In all of our work we are intentional and unwavering about naming and dismantling structural racism and other forms of bias.

Equity-driven: We prioritize services for our students with the greatest needs, especially those who are systemically oppressed.

Youth-centered: Our young people are talented, capable and ready to learn; we meet them where they are and put them at the center of everything we do.

Dedicated to career and college readiness: We believe in the power of career and postsecondary readiness to enable young people to imagine and live rewarding lives.

Effective: We seek to be best in class at everything we do, fostering innovation, data-driven decision-making and accountability to our stakeholders.

Strategic partners: We need to do this work together. Public and private collaboration and support is critical for success.

Good stewards: We are resourceful and tenacious in maximizing our stakeholders' time, talent and treasure.

A great place to work: We achieve our mission through our dedicated and talented team. We continually seek ways to support, engage with and be accountable to the people in our organization.

GOALS:

1. Strengthen and continually refine our youth programming portfolio.



2. Cultivate an engaged community that is committed to our mission and vision.



3. Build a nourishing and inclusive organizational culture.



4. Ensure financial sustainability.



1. Strengthen and continually refine our youth programming portfolio.



- a) All of our programs and services are:
 - Directly guided by our values.
 - Driven by the evolving needs and priorities of young people and their families.
 - Aligned to the priorities of our partner districts, postsecondary institutions, employers and the wider community.
 - Based on solid data collection and analysis.
 - Intentional about accessibility, including naming and dismantling all forms of oppression.
- b) We collaborate deeply and broadly within Achieve Twin Cities and across partner organizations, sectors and industries to deliver our programs. We are a model for working across traditional boundaries to best lift up young people.
- c) Program growth occurs when we can ensure that:
 - We are addressing real needs in the community.
 - There is an opportunity to address a system inequity.
 - Promising practices and/or data suggest new or different ways of providing service.
 - Core programming is not negatively impacted.
 - Our choices are financially sustainable.
- d) Our programs have annual performance goals that we intentionally support, carefully track and hold ourselves accountable for meeting.



2. Cultivate an engaged community that is committed to our mission and vision.

- a) Our brand reputation is strong; partners clearly understand our organizational scope, intended impact and accomplishments.
- b) Our district and community partners' reputations are positively impacted by our work.
- c) Our outreach is inclusive, proactive and innovative, generating excitement and high levels of participation.
- d) Stakeholders across program areas are highly engaged and invested in our success.
- e) We are seen as a thought-leader, advocate and connector for equitable career and college readiness.

3. Build a nourishing and inclusive organizational culture.



- a) We recruit a diverse team to ensure that they reflect the young people we serve. Large pools of highly qualified candidates apply for our open staff positions.
- b) Our team members are attracted and retained because of our mission-driven impact, our transparency and inclusivity, and the high value we place on innovation, fair compensation strategy and opportunities for growth within the organization.
- c) We actively and continually pursue an anti-racist, anti-oppressive work environment for our staff, volunteers and board of directors.
- d) Staff are passionate about our mission, highly engaged in their work and feel personally valued, supported and respected.
- e) Cross-team collaboration and engagement is strong.
- f) Our board of directors is active and engaged, collaborating with and complementing staff to drive our mission, accomplish our work and promote transparency organization-wide.
- g) Staff and volunteers center and learn from the young people we serve. Youth voice is a critical element of our decision-making.

4. Ensure financial sustainability.



- a) We have a balanced budget with a healthy reserve.
- b) All programs and internal operations are adequately funded and supported by a predictable staffing model.
- c) We comply with nonprofit accounting standards, have appropriate internal controls and obtain a clean audit annually.
- d) Program growth as defined by program leaders is financially sustainable in the short and long-term.
- e) We have a broad base of support that balances a variety of funding streams, including district partnerships, government contracts, foundation and corporate giving, individual giving and earned income.
- f) Priorities for fundraising are established annually and are aligned with our mission and clearly defined program goals.
- g) Fundraising goals are achieved annually, including leveraging new resource development opportunities in Saint Paul and nationally.