**ORGANIZATION \_\_\_\_\_Welcome, Inc.\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ PLAN PERIOD \_\_\_\_\_2021 - 2024\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

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| **MISSION****Whom we serve and why** | **VISION****Who we aspire to be** | **VALUES****What we never compromise** |
| Helping refugees and immigrants create new lives to reach their goals. | Welcome, Inc. is the flagship refugee and immigrant service organization in the Twin Cities | * Hospitality
* Embracing all cultures, all people
* Going beyond the expected to the extraordinary
* Servant leadership (supporting our partners to achieve their goals)
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| **STRATEGIC GOAL #1: Lead public policy agenda**  | **SUCCESS METRICS GOAL #1** |
| **Obj 1 Chair citywide effort to target one or two policy initiatives** | * Evidence of at least one policy initiative being pursued by multiple plays in cities
* At least two board members active on new public policy committee
* Internal procedures drafted & approved by board
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| **Obj 2 Engage board members in leading policy agenda** |
| **Obj 3 Draft internal procedures for adopting and implementing public policy efforts** |
| **STRATEGIC GOAL #2: With partners, increase affordable housing in selected neighborhoods in Minneapolis/St. Paul** | **SUCCESS METRICS GOAL #2** |
| **Obj 1 Host affordable housing task force (housing specialists, developers, nonprofits, etc.)** | * Action plan developed by affordable housing task force by end of 2022
* Action plan has targets for number/types of units and/or additional solutions
* Action plan supported by Twin Cities’ leaders
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| **Obj 2 Research successful efforts in similar cities** |
| **Obj 3 Engage stakeholders to contribute knowledge and resources** |
| **Obj 4 Create action plan for implementation over next 3-5 years** |
| **STRATEGIC GOAL #3: Ensure that capacity is aligned with strategies** | **SUCCESS METRICS GOAL #3** |
| **Obj 1 Increase unrestricted funding from individual donors** | * Individual donations increase by 5% per year for each year of the plan
* Board is comprised of people who represent ethnic, racial, and gender diversity reflective of our community
* Staff and volunteer plan developed by February 2022
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| **Obj 2 Increase diversity of board and board committees** |
| **Obj 3 Identify staffing and volunteer needs to achieve strategy** |