

**eliminating racism
empowering women**

ywca

west central michigan

**YWCA WEST CENTRAL MI
STRATEGIC PLAN:
October 2013- September 2017**

Executive Summary

This strategic plan serves as a road map or blueprint for improving the performance of the YWCA. The plan includes a vision of what the organization aspires to be, a mission statement of the organization's purpose, values that guide organizational behavior and culture, goals for achieving the vision and mission, and strategies and objectives that form the action plan for actualizing the goals.

In September 2013, the Board of Directors and the Leadership Team held a facilitated strategic planning retreat. Prior to the retreat, YWCA board and staff members participated in one of several SWOT opportunities. The strategic planning session focused on organizational capacity in a variety of areas ranging from mission and vision to technology and facility. In addition, the strategic planning session allowed for information sharing regarding the changing community demographics and potential gaps in services. The following information, taken from the SWOT analysis and other data, has been converted into the strengths, weaknesses, opportunities and challenges under the four focus areas of the organization.

Focus on the YWCA as an employer

- The organization has a committed and talented staff who are dedicated to the population served.
- The organization has strong, effective leadership.
- Staff indicate a supportive relationship with supervisors marked by openness and accessibility.
- The organization provides opportunities and funding for staff training.
- Internal trainings have been enhanced, particularly with the use of webinars.
- Activities such as staff retreats, team-building events and social opportunities reflect an understanding of the stresses inherent in the work of the organization.
- Senior staff members have a record of longevity in their positions and are recognized as leaders by funding sources and collaborative groups.
- Competition for qualified staff will intensify in an environment with limited increases in revenue to support benefits and wages.
- The current structure of providing raises benefits higher paid employees
- Internal training allows for an enhanced internship experience, once they have completed their internships, YWCA interns enter the pool of prospective new employees within our community, providing the YWCA, as well as the community, with potential staff who are well-trained and have an in-depth understanding of violence against women and children.
- The use of multiple communication vehicles has improved staff communication, but these require vigilance to ensure that they remain effective.

- The location of the main facility in the Hearthside area of Grand Rapids, provides challenges in perception of safety based on the presence of homeless individuals.
- The client population served through the main building and the shelter provides safety challenges that are difficult to predict and to manage; capital campaign facility alterations will address safety.
- People of color are underrepresented in Master's level and nursing staff; current YWCA staff members represent the hiring pool in the community, but not the population served.
 - Intern recruitment will continue with a priority of diverse applicants.
 - Recruitment will be expanded beyond the traditional emergency department and women's health services, with the next NEP training program to begin in March 2014.
 - National and local groups representing a diverse pool of health professionals will be included in recruitment strategies.
- Increasing staff diversity continues to be a priority; staff must reflect the changing cultural and linguistic demographics of the community and our mission
- An increase in non-English speaking clients will require more bi-lingual staff; the pool of prospective employees with bi-lingual skills is very small and competition is intense

Focus on the YWCA as a service provider

- The YWCA West Central Michigan continues to be a vital, evolving organization with the elimination of racism and the empowerment of women and girls at the core of all service provision.
- The organization has a strong, positive reputation with effective programming. The YWCA West Central Michigan continues to be a recognized leader in areas of prevention and intervention of violence against women and children, and therefore, has significant impact on the direction of public policy, both locally and statewide.
- The YWCA is making positive movement towards the infusion of eliminating racism in all facets of the organization as demonstrated by becoming a Full Partner with Partners for a Racism-Free Community.
- Girls Incorporated® at the YWCA West Central Michigan is a provider of high quality prevention and intervention services through provision of curricula in area schools, as well as through after-school and summer programming.
- The YWCA must expand services to underserved groups (e.g. domestic violence survivors with financial means, veterans, human trafficking victims, individuals with disabilities).
- The Affordable Care Act provides an opportunity for referrals from victims not mandated to receive services; diversity in the client population will result in higher staff job satisfaction.
- COA reviews and internal consumer surveys express strong satisfaction with the YWCA's services.
- All funding sources report exceptional compliance and responsiveness to quality assurance standards.
- Expectations and limitations placed on services by funding resources will continue to influence intervention strategies and options.
- A lack of knowledge of services across programs and between the Sheldon and College facilities reduces the potential effectiveness of "no wrong door" interventions

- Outdated technology and telecommunications negatively impact service delivery (short-term).
- An increased emphasis on marketing and social media will positively impact consumer knowledge of, and access to, services.
- As a result of the capital campaign, physical plant renovations will result in a comprehensive Resource Center for domestic violence, sexual assault, dating violence and stalking victims with co-location of medical-forensic, legal, financial, crisis intervention and housing relocation support with early intervention as the highest priority.
 - The Resource Center will employ e-health technology to ensure that those unable to access the downtown Grand Rapids YWCA facility, due to a variety of circumstances, will nevertheless have access to its resources
- The planned renovations call for the NEP to move to the more accessible lower level of the YWCA's Sheldon building, doing so will provide greater space within which the NEP will operate:
 - Private forensic interview space and modern medical-forensic exam rooms will be created.
 - Space will be carved out for pediatric services separate from the waiting and exam rooms for adult survivors of sexual assault or domestic violence.
 - With sensitivity to the increasing number of sexual assault victims with disabilities, the spaces will be appointed with accessible equipment and furnishings.
 - Design aesthetics will take into account the broad range of patients served – adults, children, and individuals who are particularly sensitive to sensory stimulation.
 - A private sleeping room and shower have been set aside for the YWCA's on-call Nurse Examiners who are often called multiple times during an overnight shift.
- For Girls Incorporated® at the YWCA West Central Michigan – the YWCA's prevention arm for girls ages 9 to 18 years old – remodeling plans will include new furnishings and updates to program space aesthetics.
- Remodeling plans for the Counseling Center will better meet the needs of the families and adults who participate in the YWCA's counseling, therapy, and support groups for domestic violence, sexual assault, and child sexual abuse.
 - Replacement of office furnishings with items that provide ample storage as means of reducing clutter is planned for staff offices; clutter is particularly distracting for children experiencing hyper-vigilance and other symptoms of trauma.
 - Furnishings will also be ergonomically correct and adjustable to accommodate adults, individuals with disabilities, and children.
 - Soundproofing is a priority to diminish the sound of private counseling session conversations from traveling through closed doors and between walls.
- With funding, there will be an expansion of outreach that utilizes enhanced technology, YWCA e-health (Skype, Face Time, web) services that provide program access for survivors in rural communities, those without access to transportation, or those otherwise unable to access the YWCA facilities.
- Location of services for the Sheldon Boulevard facility continues to be both an advantage and disadvantage for consumer access; the disadvantage is the absence of parking and the prevalent belief that the area is unsafe, while the advantage is in being centrally located and easily accessible through mass transportation.

Focus on the YWCA as a partner/collaborator

- The YWCA understands the value of collaboration; and, insofar as it is able, seeks cooperative partnerships with organizations which will impact both systemic and individual responses to victims of violence.
- Working to End Violence and Assault for Everyone (WEAVE) reflects active leadership in creating a community collaboration that will have far reaching impact on survivors with disabilities.
- Focusing on a needs assessment for Human Trafficking interventions will require the expansion of community collaborations to include partners such as Homeland Security, the FBI and other community agencies.
- Changing community demographics require expansion of collaborations to ensure that we are responsive to the evolving needs of the community.
- Expanding formal relationships with organizations such as Justice For Our Neighbors and community initiatives such as Greater Grand Rapids Racial Equity Network will help inform the service direction of the YWCA.
- The creation of the Resource Center will result in co-location of services and significant resource commitment to develop a team of diverse providers responding in concert to domestic and sexual violence survivors.
- Increased collaboration may also result in increased competition:
 - The Children’s Assessment Center has expanded counseling and in-school services.
 - The Children’s Assessment Center has increased its visibility and is often the “go to” agency for the media when covering child sexual abuse.
 - Safe Haven Ministry is expanding nonresidential services to include outreach to the medical community and to employers.
 - Safe Haven Ministry is completely funded through local donations and will expand development activities to include an endowment fund.
- A focus on keeping survivors “safe at home” and long-term housing reflects active participation in community initiatives and an association priority of being a learning and teaching organization responsive to changing consumer and community need.

Focus on the YWCA as a Financial Steward

- Collaboration requires resources — staff and financial resources; the organization is challenged to expand private and government funding to ensure that client focused services allow for robust engagement with community partners.
- The Transformation Campaign will continue to both energize and deplete the organization of personnel resources.
- The Transformation Campaign will provide additional operating funds through the expansion of the Endowment.
- There will be increased costs to the organization when the lower level is fully utilized.
- It is unclear if LEED and EnergyStar will result in significant cost savings.
- Administratively, the YWCA West Central Michigan continues to adapt itself to significant changes in conducting business in order to balance mission and margin, including enhanced use of technology and examination of old services in the face of changing consumer and community needs.

- Special events will continue to require ongoing evaluation to ensure that growth can be sustained as similar events by other community organizations compete for resources.
- Revenue has not declined, but it has become more restricted. (For example, Sexual Assault Comprehensive Services will no longer fund crisis intervention telephone response staff for multiservice organizations.)
- Bidder requirements will be in compliance with the Procurement Policy for YWCA Capital Campaign projects and will be reviewed and monitored on an ongoing process by the Facility Committee.

MISSION

The Mission of the YWCA West Central Michigan

eliminating racism
empowering women and girls
promoting peace, justice, freedom, and dignity for all
(updated 2011)

The Mission of the YWCA of the USA

eliminating racism
empowering women
promoting peace, justice, freedom, and dignity for all
(updated 2011)

The Association will thrust its collective power toward the elimination of racism wherever it exists and by any means necessary.

The Mission of Girls Incorporated®

Inspiring all girls to be — Strong, Smart and BoldSM

PREAMBLE

Our services and decision-making are guided and informed by 1) our intentional work in eliminating racism and the financial empowerment of women and girls, and 2) the YWCA West Central Michigan core competency areas of prevention and intervention services for women, men and children who are victims of interpersonal and intimate partner violence.

VISION

We envision a community that embraces diversity, creates a safe and empowering environment for all women and children, and celebrates peace, justice, freedom and dignity for all people. The YWCA will be a leader in building and sustaining that community, working to empower women and girls by eliminating racism, confronting the issues of relationship and sexual violence, and addressing social, political and economic inequities.

CORE BELIEFS AND VALUES

- We believe that achieving economic, social and political empowerment for all women is inextricably linked to eliminating racism and achieving an equal, just, and sustainable society.
- We honor a woman's right to self-determination – freedom from fear, discrimination, coercion or violence – and consider this right fundamental to her empowerment.
- We value relationship building, collaboration and partnerships. We recognize significant power imbalances in our society and seek to build alliances that include all voices in the work of social change.
- We live our values by:
 1. Creating a safe environment that allows everyone to feel secure in sharing their experiences, expressing their opinions, and taking risks;
 2. Seeking to understand, to connect with others, and build consensus;
 3. Approaching women's issues and programming from a holistic and gender-sensitive perspective;
 4. Building on the experience of those who came before, the insights of survivors, and state-of-the-art research and practices in order to create innovative solutions to social issues;
 5. Acting with integrity, discipline and excellence;
 6. Acknowledging the connectedness of all people – the healer and the healed are one;
 7. Acknowledging our connectedness to the environment – employing sustainable practices; and
 8. Enjoying our work together, honoring respite, and being quick to smile.

Touchstones

- ✧ Acceptance
- ✧ Connection/ Compassion/ Respect (how we relate to each other/ others/ all things)
- ✧ Empowerment
- ✧ Freedom/ Equality (of all people)
- ✧ Innovation (our solutions)
- ✧ Integrity (true to our selves/ values)

OVERVIEW

The **YWCA's Long-Term Strategic Plan** provides an opportunity to identify overarching goals, as well as, strategies and objectives. This long-term plan is designed to be a guide in determining tactics that will result in outcomes that support the objectives and strategic goals. In addition to the Strategic Plan, the YWCA will use a **Performance and Quality Improvement (PQI) Structure and Framework** to identify the role of the board, staff, internal and community stakeholders in determining and monitoring outcomes in specific program and administrative areas.

The YWCA will take goals and objectives from the longer-term Strategic Plan, and incorporates operational PQI specific objectives in a **Strategic and PQI Annual Plan**. The YWCA will hold a board retreat annually. Included on the board retreat agenda will be a review of the outcomes of the past year's annual plan and identification of client gender, age, unique cultural attributes, racial and ethnic composition, and languages of choice and other characteristics in order to ascertain gaps in services. In addition, the board will review strengths, weaknesses, opportunities and challenges in the current landscape, and hold a discussion concerning the short-term annual objectives for the upcoming fiscal year. Themes identified in an annual plan may be ongoing, may require more than a year to implement, or may be targeted to be completed in one fiscal year. Short-term annual planning will identify if the objective is new, an improvement on past performance, or ongoing. The purpose of the annual plan is to be more responsive to the performance and quality improvement process and to provide information to staff and board relevant to the tasks at hand.

The association continues to strive to be an Employer of Choice, Provider of Choice, Partner of Choice and Financial Steward of Choice. Throughout this document, goals and objectives will focus on the following:

- Infrastructure
- Prevention and Intervention programs focused on eliminating violence against women and children
- Hallmark Impact on the elimination of racism and the empowerment of women and girls
- Core Knowledge and Leadership
- Strategic Alliance and Partnerships
- Advocacy Presence
- Branding and Identity
- Communication

A: Employer of Choice

We will offer high quality, culturally competent services provided by staff that are consumer-focused and dedicated to the mission, vision and values of the YWCA.

Goal One: In order to create an attractive and differentiated employment experience, YWCA employees will report responses over 80% (agree to highly agree) to staff survey questions evaluating the degree to which:

1. Platforms for demonstrating a “culture of appreciation” are accessible, beneficial and contribute to positive staff morale
2. The organization demonstrates an ongoing commitment to being racism-free*
3. Staff group activities and presentations are sufficient in nature and breadth to allow for interdepartmental information exchanges and opportunities for “getting to know each other” activities

**The individual and systemic condition achieved when all persons, regardless of skin color, feel welcomed and wanted in the YWCA and treat others the same way (paraphrase PRFC).*

Strategy: Recruit and retain staff, interns and volunteers who are of sufficient number, expertise, commitment and diversity in order to carry out the YWCA’s mission

Objectives and Tactics:

- To broaden recruitment connections using personal and professional networks
- To use social media to market the YWCA as a good place to work through staff statements in recruitment material
- To expand recruitment strategies for nurses to include advertisement through and engagement with the Grand Rapids Black Nurses Association and their parent group, the National Black Nurses Association and the Grand Rapids African American Health Institute and the National Association of Hispanic Nurses, Michigan chapter
- To expand our recruitment strategies for master’s level staff to include advertisement through and engagement with Partners for a Racism Free Community, the Grand Rapids Racial Equity Network, the National Association of Black Social Workers and their Michigan affiliates, and the Organization of Latino Social Workers, Michigan Chapter
- To provide resources that allow for expanded internal and external training designed to enhance job skills for all staff
- To contribute to the competency of direct service staff through continuing education unit (CEU) certified trainings that increase their understanding of effective consumer interventions

Strategy: High standards for cultural competency and racism-free principals will be evident throughout the organization

Objectives and Tactics:

- To involve staff, through the Council on Understanding Racial Equity (CURE), in defining goals, outcomes, and assessment strategies to ensure that the YWCA is culturally competent and continuing its journey towards being a racism free organization
- To ascertain effectiveness of the Council on Understanding Racial Equality (CURE) mentoring program, all new staff will receive evaluation surveys within 180 days of employment
- To develop action plans for all responses under 80% (agree to highly agree) to CURE staff survey questions evaluating the degree to which the organization is racism free as defined by PRFC
- To contribute to the competency of internal and community service providers through CEU certified trainings that increase the understanding of racism, sexism and the intersection with violence against women and girls
- To include among the above goals, an array of experiences that result in our staff acquiring the knowledge and professional competencies essential to service provision in a diverse community
- To meet full partnership status with Partners for Racism-Free Community (February 2014)
- To reach credentialed status with Partners of a Racism-Free Community (2016)
- To provide an internal training open to community partners on the intersection of trauma and racism for sexual assault survivors during Sexual Assault Awareness Month (April 2014)

Strategy: The employment experience will be enhanced through a deliberate focus on a “culture of appreciation” and interdepartmental engagement

Objectives and Tactics:

- To maintain our monthly in-house newsletter and highlight the excellence of the YWCA’s varied efforts
- To create “culture of appreciation”-platforms (column in newsletter, staff recognition beyond anniversaries, monthly kudos drawing, others) to express appreciation for co-workers
- To celebrate personal and professional achievements, milestones and events through acknowledgement in the staff newsletter and at all-staff events
- To budget and prioritize staff group activities that allow for interdepartmental information exchanges and opportunities for “getting to know each other” activities
- To make available YWCA branded products that reinforce mission and pride
- To explore alternative forms of compensation
- To recognize and reward a job well done

B: Provider of Choice

The YWCA will expand and deepen our quality of service, while extending our reach to underserved populations.

Goal Two: By October 2017, the percentage of non-mandated clients will increase from 28% to 50% in the nonresidential, non-crisis clinical intervention service area.

Strategy: Implement outreach and programming to identified underserved populations

Objectives and Tactics:

- To gain therapeutic and advocacy intervention knowledge in serving veteran and active duty military who have experienced IPV, IPSV, or sexual assault, we will seek out training opportunities.
- To gain a greater understanding of the challenges of seeking services within the military, the CEO will be certified as a military reviewer through COA.
- To gain therapeutic and advocacy intervention knowledge in serving survivors of human trafficking. we will participate in community trainings. (systems change)
- To gain therapeutic and advocacy intervention knowledge in serving survivors with intellectual or developmental disabilities we will participate in seek out trainings with our community parnters (systems change)
- To develop and enhance skills in the use of Skype, Face-time and other equivalent resources to provide services for survivors who cannot or choose not to access face-to-face services, we will expand the pilot of internet based service provision.
- To fully implement medical-forensic examination services for domestic violence survivors, the Nurse Examiner Program will broaden access through partnership with the Domestic and Sexual Violence Resource Center.
- To expand intervention services to underserved “women of means” who are survivors of violence, we will reach out to physician practices and increase access through the internet.

Goal Three: By April 1, 2015 we will have recruited, oriented and assembled a team and resources to service 400 clients (above 2014 baseline) in the annually.

Strategy: With the use of the Family Justice Center model of intervention, the YWCA will create a Domestic and Sexual Violence Resource Center

Objectives and Tactics:

- To enhance our understanding of the challenges and opportunities of co-located services, we will participate in Family Justice Center trainings
- To ensure that resources resonate with the changing needs of our client population, surveys of residents and nonresidential clients will be initiated and repeated annually
- At the conclusion of the capital campaign, physical plant renovations will result in a comprehensive Resource Center for domestic violence, sexual assault, dating violence and stalking victims with co-location of medical-forensic, legal, financial, crisis intervention and housing relocation support with early intervention as the highest priority.
- To enhance the likelihood of sustainable financial resources, partnerships will be created with for-profit businesses to hire survivors of violence with YWCA case management support.

Goal Four: Capital improvements, completed in 2015, will be intentional in supporting current and future needs of residents of the Wege Foundation, Sojourner House (DCC)

Strategy: With the use of ongoing program evaluation and the resources made available through the capital campaign, services will be modified to reflect the current and future needs of consumers.

Objectives and Tactics:

- Following renovation of the College Street facility the Wege Foundation, Sojourner House (DCC) will increase privacy and create an enhanced healing environment for those residing at the shelter because —
 - Crisis intervention and housing assessment will be moved to the main YWCA building;
 - An additional bedroom will increase shelter capacity;
 - The basement will be renovated to provide a living/family room/childcare space, study area, and laundry facilities;
 - A partnership with the Jr. League of Grand Rapids to install a playground for the families residing at the YWCA's domestic violence emergency shelter, will, along with lower level renovations, allow the shelter to become a licensed child care provider;
 - Child care licensing will enable the YWCA to provide shelter residents a safe place to leave their children as they go to counseling sessions, support groups, job interviews, search for housing, and the numerous other tasks that a domestic violence survivor must do to plan for a safe and stable transition for her family; and
 - The Carriage House, currently not functional because of the infiltration of weather and rodents, will be renovated to provide storage for furniture and housewares that survivors can take as they transition into safe housing of their own.

C: Partner of Choice

Goal Five: By January 2015, we will establish relationships with five (5) organizations/schools/practices whose expertise will increase the capacity of the Domestic Sexual and Violence Resource Center.

Strategy: With ongoing evaluation of consumer needs and training on co-location of services, we will ensure that community partnerships reflect the needs of consumers and that the Center is accessible and free of barriers to service provision.

Objectives and Tactics:

- To expand our current team of service providers, we will generate commitments from Cooley Law School, Davenport University and others for the co-location of interns and externs in the DV and SA Resource Center
- A probono attorney group will be established to provide legal services beyond the realm of interns/externs.
- To increase our knowledge of the strengths and challenges of like services, we will form a partnership with Haven in Pontiac, Michigan as they seek to develop a co-located service model
- To increase the capacity of community partners to co-locate, we will seek foundation and/or government funding to form a collaborative team using the model developed for services for those with intellectual and development disabilities

Goal Six: In order to expand the number of supporters and ambassadors of the YWCA's work, by October 2015, the YWCA will establish new or enhanced relationships with 50 practices/businesses. These relationships will include at least two of the following attributes:

- Financial support
- Service specific training through the YWCA
- Dissemination of information to constituents/patients/consumers
- Referral of prospective consumers to the YWCA
- Engagement of employees as YWCA volunteers

Strategy: Build a broad community understanding and support for our consumers through:

- Collaborations
- Advocacy
- Expertise
- Brand Awareness

Objectives and Tactics:

- To increase awareness of agency services, we will provide information packages to physicians regarding assessment for intimate partner violence (IPV) including intimate partner sexual violence (IPSV), and sexual assault. (systems change)
- To increase the skill level of physician practice groups, we will provide training to medical practices on appropriate assessment, intervention and referral to the YWCA for intimate partner violence (IPV), (IPSV) and sexual assault
- To gain a greater understanding of the barriers to service, a task force of active duty military and veterans of the military will be established. (systems change)
- To enhance our understanding of the scope of human trafficking in Kent and surrounding communities, we will participate in a local community human trafficking task force
- To reduce barriers to service and to expand the service provision of the YWCA, we will continue our partnership with agencies providing services to individuals with intellectual and developmental disabilities.
- To expand community knowledge of Intimate Partner Violence (IPV) and sexual assault, we will provide information through traditional media, social media and newsletters
 - Annual goals for increased “likes” on Facebook will be established with an initial expectation of 23% (2013-2014).
 - Annual goals for increasing Twitter followers and re-tweets will be established.
 - Annual goals for expanding LinkedIn will be established.
 - Establish or enhance relationships with and/ or introduce the organization to traditional outlets (MLive, WOODTV8, WZZM13, Fox17 WXMI) and key outlets within communities of color (ex: El Vocero, Grand Rapids Times)
 - Biannual newsletters will educate donors on issues of IPV, PPSV, sexual violence and prevention
- To increase community awareness of the need to continue to work toward the elimination of racism, participation in Stand Against Racism will be increased by 20% annually with a baseline of 15 participating organizations
- To build a strong advocacy presence and develop strategic partnerships, which will position the YWCA as a “go to” organization for the elimination of violence against women and girls, the elimination of racism and the empowerment of women and girls
- To present to stakeholders sound organizational positions, content and priority decisions pertaining to advocacy, legislation and policy that are informed by authoritative analysis and are in alignment with our primary strategic partners—the YWCA USA, Girls Inc.® and the Michigan Coalition to Prevent Domestic And Sexual Violence

- To educate and mobilize YWCA West Central Michigan stakeholders on critical legislative and policy issues in alignment with the advocacy priorities of the YWCA USA, Girls Incorporated® and the Michigan Coalition to Prevent Domestic and Sexual Violence, through newsletters and email alerts
- To ensure that YWCA advocacy priorities are understood by local, state and federal government entities, we will maintain relationships with legislators through annual face to face meetings and through written communication

D: Financial Steward of Choice

Goal Seven: In order to achieve our objectives as Provider, Employer and Partner of Choice, and enhance our financial independence and stability, by October 2017, the YWCA will:

- increase annual unrestricted gifts from \$94,625 to \$131,756
- increase the number of annual gifts from 1207 individuals to 1596 individuals (annual increase of 18%)
- increase the number of gifts greater than \$500 from 172 to 240
- Increase the financial support from nongovernment sources and the United Way from \$542,307 to \$755,108 (target 18% annual increase includes unrestricted, restricted, foundation, events, and UW designations)
- increase the 1st year retention rate among annual givers from 26% to 50%
- increase the 3rd year retention rate among annual givers from 56% to 70%
- increase the endowment fund by \$1,000,000

These are increases from 2013-2014 projections

Strategy: Implement financial strategies to ensure the sustainability and growth of the organization and to alter the amount and diversification of organizational revenues for programs and operations to no more than 57% from government resources, United Way, and no less than 43% from contributions, special events, investment earnings, government and private grants, and service and training fees

Objectives and Tactics:

- To expand community visibility of the Men's Initiative which will increase awareness of domestic and sexual violence and prevention, in addition to expanding male ambassadors for the organization for fund development purposes
- To secure re-commitment of 80% of past Table Captains to the role; Attract new Table Captains/ Co-Captains to the role from past roster and from other cultivation activities (annual goals)

- To demonstrate organizational commitment, all board members will take an active role in securing sponsorships for Tribute, will be Open Circle table captains, and will maintain an Ambassador Portfolio.
 - To increase community awareness, board members will host private receptions or tours monthly for select, identified donors or prospective donors
 - To enhance the growth of the Caroline Putnam fund through the Transformation Campaign and, with board engagement and leadership, beyond the campaign
 - To build on the relationships developed through the Transformation Campaign to expand the number and depth of YWCA and family/business foundation partnerships contributing to the organization annually
 - To re-secure support from 90% of annual foundation funders
 - To enhance the affordability of services through expansion of third party reimbursement options for counseling services through Affordable Care Act initiatives
 - To evaluate staff utilization, programs, and services to ensure YWCA resources are being used effectively and efficiently
 - To create fee for service structure for Girls Inc[®]. at the YWCA
 - To identify specific tactics based on current organizational strengths and challenges, Development and Communication plans will be developed annually.
- **Strategy: Successfully complete the capital campaign and renovation of the facilities designed to improve operational efficiencies through upgrading the College and Sheldon facilities mechanically and technologically**

Objectives and Tactics:

- To complete the Transformation Campaign which will support administrative and programmatic activities of the association by October 2014
- To complete renovation of the shelter which will enhance the service environment by September 2014
- To complete renovation of the Sheldon facility which will enhance the service environment by September 2015