



YWCA WEST CENTRAL MI STRATEGIC PLAN: Annual Plan 2013-2014

MISSION

The Mission of the YWCA West Central Michigan

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

The Mission of the YWCA of the USA

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

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. (unchanged)

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 ourselves/ values)
(unchanged)

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 meet full partnership status with Partners for Racism-Free Community (February 2014)
- 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 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 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 expand intervention services to underserved survivors including “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
- 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 2014, 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
- 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 (systems change)
- 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 (systems change)
- 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.(systems change)
- 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 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 re-secure support from 90% of annual foundation funders
 - To evaluate staff utilization, programs, and services to ensure YWCA resources are being used effectively and efficiently
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- **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 renovation of the shelter which will enhance the service environment by September 2014