

Strategic Plan/PQI Annual Objectives 2009-2010

The color codes used to document a YWCA's progress towards its target include: blue (exceptional) green (on track), yellow (concern), and red (alarm bells).

Mission: YWCA West Central Michigan is dedicated to eliminating racism, empowering women and girls and promoting peace, justice, freedom, and dignity for all.					
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.					
Values (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)					
Responsibility: While the CEO is ultimately responsible for the implementation of all strategic goals and objectives, leadership team members are an integral part of goal achievement and have specific responsibilities for accomplishing objectives.					
Goals	<u>Employer of Choice</u>	<u>Provider of Choice</u>	<u>Partner of Choice</u>	<u>Financial Steward of choice</u>	Direct Service Output Measurements
	Leads: Carla Blinkhorn Deb Shimmel	Leads: Tom Cottrell, Trinity Hoskins, Patti Haist, Eileen McKeever, Nicole Villanueva	Leads: Direct Service Leadership staff	Leads: Deb Shimmel, Kelli Langan Board of Directors	Direct Service Leadership
	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.	The YWCA will expand and deepen our quality of service, while extending our reach to underserved Populations.	The YWCA will educate and collaborate with community individuals, agencies and institutions to broaden support for, understanding of, and effectiveness of the YWCA services and mission.	The YWCA will have the financial capacity to fully and effectively implement the mission and quality assurance standards of the association.	Child Sexual Abuse 8000 units of therapy services, 20 therapy groups of various types (victimized children, non-offending parents, offender, parenting). 350 individuals 200 families

Strategies	<p>A. 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.</p> <p>B. Develop and maintain high standards for cultural competency throughout the organization.</p> <p>C. Develop an internal communication structure that is comprehensive, inclusive and strategic</p>	<p>A. Assure high level of service provision through rigorous attention to quality improvement standards.</p> <p>B. Implement outreach and programming to identified underserved populations.</p> <p>C. With the use of ongoing program evaluation, services will be modified to reflect the current needs of consumers</p> <p>D. The YWCA will continue a process and methodology for evaluating current and new programs that take into consideration:</p> <ol style="list-style-type: none"> 1. Mission 2. Strategic plan 3. Core values 4. Stakeholders 5. Financial feasibility 	<p>A. Build a broad community understanding and support for our consumers through:</p> <ol style="list-style-type: none"> 1. Collaborations 2. Advocacy 3. Expertise 4. Brand Awareness 	<p>A. Implement financial strategies to ensure the sustainability and growth of the organization</p> <p>B. Secure capital funds to upgrade the shelter and main building mechanical and technology, furnishings and to renovate for effective programming and furnishing</p>	<p>Domestic Violence Residential</p> <p>500 individuals sheltered. 150 individuals participating in transitional housing and/or aftercare 200 survivors involved in shelter support group 50 HEAL families involved in case management meetings</p>
Objectives and Tactics	<p>By March 2010, a minimum of two additional bi-lingual staff will be employed. (collaboration with the Hispanic Center and Hispanic Chamber of Commerce) (improvement)</p>	<p>By October 2009, the YWCA will demonstrate full compliance with the quality assurance standards of Girls Inc. (improvement)</p>	<p>By March 2010, the Latina Initiative of the DVCCRT will have established goals and objectives that reflect outcomes established through a collaboration of the YWCA, the Hispanic Center and Safe Haven. (improvement)</p>	<p>Staff will be fully engaged in monitoring, reacting to and reporting on the numerous funding challenges identified in the annual strategic plan narrative (ongoing).</p>	<p>Domestic Violence Nonresidential</p> <p>50 support group meetings, 24 hr crisis call availability, 600-700 supervised parenting visits/exchanges, 1400 crisis/counseling sessions.</p>
	<p>By September 2010, 80% of client direct support staff will have successfully completed basic Spanish classes designed to assist them in connecting clients with bi-lingual staff(Hispanic Center) (improvement)</p>	<p>The YWCA will achieve reaccreditation through the demonstration of implementation of quality assurance standards of the Council on Accreditation. (May site visit) (ongoing)</p>	<p>Continue practice of maintaining systematic and open communication and participation with the respective community partners involved in YWCA services (e.g. United Way, DHS, HAP, Salvation Army, Community Health, RAVE, DVCCRT, MCADSV; various foundations; other service systems and agencies).</p>	<p>By February 2010, 80% of board members will complete a full-day of fund development training (Girls Inc.) (improvement)</p>	<p>Sexual Assault</p> <p>10-12 new volunteers trained 250 crisis call responses (excluding initial exam call) 300 medical exams and outreach support weekly community based support group for victims 200 participants in crisis/advocacy and therapy Respite lodging at the Domestic Crisis Center as needed</p>

		(Ongoing: October 2009 - September 2010)		20 community presentation and media responses
By September 2010, a minimum of two staff in each direct service area will have successfully completed post high school Spanish instruction (Hispanic Center) (improvement)	To meet all standards requirements to be credentialed by Partners for a Racism-Free Community (PRFC) (capacity of PRFC to evaluate required) (improvement)	Brand Awareness will be enhanced through YWCA presence on Facebook (November 2009) and Linked January 2010). Other social networking opportunities will be explored. Facebook will have 500 fans by June 2010.(new objective -2/10) (improvement)	By May 2010, the BOD will have determined the facility direction for the operations of the YWCA-capital campaign including facility plan or other alternatives. (improvement)	Girls Incorporated at the YWCA (see below)
By January 2010, new service provider training will include enhanced cultural competency training on issues that impact Latina/o survivors including immigration, language barriers, cultural attitudes towards gender roles and expectations. Pre and post testing will confirm increased knowledge of content area.	By February 2010, a partnership with the Women's Health Center will result in an on-site YW presence providing support group and crisis counseling for survivors of domestic violence and sexual assault. (improve)	By December 2009, the Housing Relocation will be fully trained and have the capacity to receive referrals, which allow for access to community collaborations designed to allow survivors to remain safe at home or access rapid re-housing resources. (improvement)	In April 2010, a sexual assault awareness activity will be launched, which will both enhance community awareness and raise funds. (improvement)	
By January 2010, 80% of Counseling Center direct service staff will be certified in Cognitive Behavioral Trauma Focused therapy or an equivalent. (improvement)	By November 2009, a partnership with the Hispanic Center will result in co-facilitated support group services for young Latina's impacted by dating violence. (improvement)	By April 2010, the YWCA and Bridge Street (Dwelling Place) will have solidified partnership objectives, which will result in referral to and support of survivors who are without dependents. (improvement)	80% of Board Members will support the annual donor campaign at a leadership giving level or above. (\$500.00) by September, 30 2010. (ongoing)	
By December 2009, sufficient exploration of training on issues of poverty and the impact on survivors of violence will result in recommendations for direct service staff training.	By January 2010, Project HEAL will have fully implemented expanded TH service provision to include YWCA job coaching and employment of 4-5 TH clients. (improvement)	A minimum of 6 state or federal legislators will participate in YWCA orientation to services and advocacy issues.	All board members will participate on the Tribute Steering Committee or be a table captain at Circle (ongoing).	

	(improvement)		(improvement)		
	YW leadership will report annual staff survey results (distributed in October) to the Board of Directors and staff in November 2009. Staff survey will have an annual satisfaction rate of 80% in above average or average scores. (ongoing)	By January 2010, Safe Connections will be fully staffed and have established outcomes based on expectations of the OVW and the MDVPTB. (Improvement)		The Development/ Nominating committee will present a board slate reflecting the BOD gaps identified by the BOD grid and reflecting the essential elements of board requirements in mission, governance and fund development. (ongoing)	
	By February 2010, The HR committee will recommend expanded strategies to increase the hiring pool of persons of color. (improvement)	Leadership staff will compile and report results of annual performance outcomes for all service areas to the BOD. (monitoring calendar). (ongoing)	In January 2010, the YWCA staff, Leadership Team, CURE committee will participate in a mission based workshop to develop strategies/action plan to further develop outcomes and indicators in the elimination of racism. (added November 2009) (Improvement)		
		On April 30, 2010, the YWCA will host Stand Up Against Racism (added October 2009) (improvement)			

PQI ongoing indicators	<p>Incidents/accidents/ Grievance</p> <p style="text-align: right;">Complete</p> <p>Oct-Dec Jan January-March April April – June July July-September Oct</p> <p>Aggregate report to LT quarterly, BOD directors min, once annually</p>	<p>Case Record Review All programs</p> <p style="text-align: right;">Complete</p> <p>Oct-Dec Jan January-March April April – June July July-September Oct</p> <p>Compliance/review access to services, timely response, confidentiality, service plan, intervention plans, service denial</p>	<p>Satisfaction Surveys</p> <p>Board Members- October Donors- March/November Volunteers ongoing Personnel - October</p> <p>Action Plan as needed</p>	<p>SATISFACTION SURVEYS (CLIENTS)</p> <p>DCC ongoing, Feb* HEAL ongoing, Feb Nonresidential March Girls Inc ongoing, April NEP ongoing, April Support groups quarterly</p> <p>*Reports to Board of Directors</p>	<p>Human Resources</p> <p>Turnover Salary ranges Sick and FMLA Recruitment expansion Job descriptions updated</p>
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Girls Incorporated at the YWCA Action for Safety - 300 girls ages 9-14 in 131 (60 min. sessions). Friendly PEERsuasion - 45 girls ages 9-14 in 15 (90 min sessions). Operation SMART - 30 girls ages 9-12 in 12 (90 min. sessions). Economic Literacy - 90 girls ages 12-18 in 35 (60 min sessions). Media Literacy (after-school program) - 16 girls ages 9-14 in 20 (90 min. sessions). Media Literacy (summer camp institutes) – 12 girls in one (1) (60 min. session). Preventing Adolescent Pregnancy (after-school program) - 20 girls ages 12-18 in 22 (90-min. sessions). Preventing Adolescent Pregnancy (summer camp institutes program) - 12 girls ages 12-14 in 15 (90-min. sessions). Preventing Adolescent Pregnancy (school-based programs) - 174 girls ages 12-18 in 110 (60-min. sessions). Summer Day Camp - 30 girls ages 9-11 in two 2 week summer sessions; 12-15 girls ages 12-14 in one 1 week camp session and 12-15 girls ages 14-16 in one 1 week summer session. 50 girls and boys Urbana Latina. On target Current DHS funding will be going through Community Health next fiscal year. Funding will be for half of current levels and Kent Community Health will be competing for the same funds.

- Exceptional
- On track
- Concern
- Alarm Bells