



Strategic and Performance and Quality Improvement (PQI) Planning 2009/2010

1. MISSION

The YWCA West Central Michigan is dedicated to:

Eliminating Racism,
Empowering Women and Girls,
Advocating for Justice and Equality

Proposed:

The YWCA West Central Michigan is dedicated to:

Eliminating Racism,
Empowering Women and Girls,
Promoting Peace, Justice, Freedom and Dignity for All

The Mission of Girls Incorporated:

Inspiring all girls to be: Strong, Smart and Bold®

No proposed revision

2. 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.

No proposed revision

3. 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 to be fundamental to her empowerment.
- We value relationship-building, collaboration and partnering. 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.
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)

No proposed revision

4. BYLAW REVIEW

Attachment A (prior distribution)

Proposed mission revision included above. Other revisions of significance-change voting President/CEO to non voting CEO, added the audit committee, and changed age requirements for board membership.

Strategic and Performance and Quality Improvement Annual Plan 2009-2010 (Also see PQI update)

The current economic climate has required significant focus on maintenance of the resources of the association. While these challenges can not be ignored, the value of an annual plan is that it allows us to be responsive to our strategic goals within the context of a changing environment. The association continues to strive to be an Employer of Choice, Provider of Choice, Partner of Choice and Financial Steward of Choice. Throughout this annual plan, 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 financial empowerment of women and girls
- Core Knowledge and Leadership
- Strategic Alliance and Partnerships
- Advocacy Presence
- Branding and Identity
- Communication

Focus on the YWCA as an employer of choice

- Competition for qualified staff has changed completely in this environment. Most new position postings have resulted in a large pool of qualified candidates.
- Expansion of community linkages has not resulted in a large hiring pool for bi-cultural and bi-lingual (Spanish) staff. Additional strategies need to be employed.
- Staff are anxious about job security. Funding cuts have resulted in several staff being laid off. Most have been rehired through ARRA funding albeit in new positions. Child sexual abuse funding remains uncertain. Retaining qualified staff in an uncertain environment will continue to be a challenge. Ongoing and open communication is imperative.
- Internal training initiatives will be enhanced:
 - Partnership with the Hispanic Center of West Michigan will result in greater cultural competency in responding to a growing Hispanic/Latino population
 - The Hispanic Center will provide basic Spanish Education for direct support staff and beyond Spanish 101 for staff with prior Spanish

education.

- Counseling Center staff will become certified in Trauma-Focused-Cognitive Behavioral Therapy (on-line). Many Counseling Center staff have already received extensive trauma focused training.
- Specific training on interventions that support survivors who are impacted by generational poverty will be explored.
- Jewish Women International (JWI) membership will allow for inexpensive CEU training on issues impacting survivors of violence.
- The use of multitude communication vehicles has improved staff communication.
- People of color continue to be underrepresented in Master's level and nursing staff. Current YWCA staff members represent the hiring pool in the community, but not the population served.
- Increasing the diversity of board and staff continues to be a priority. Both must reflect the changing demographics of the community and our mission.

Focus on the YWCA as a service provider and partner of choice

Retention of services

- Counseling. As of October 16, 2009, the RFQ for child sexual abuse services had not been posted. While the extension would suggest an expectation of services at the same level provided during the past fiscal year, referrals are extremely low.

Expansion of services

- Counseling. We have added an outreach therapist position in domestic violence and sexual assault. Her focus will be on expanding our influence through social networking, working with the Women's Health Center to develop on-site counseling and support groups and working with Girls Inc. staff and the Hispanic Center of West Michigan for services to adolescent Latinas. Contract for 18 months and will expire in early 2011. (ARRA).
- Transitional Housing. Contract for 4-5 new housing units. Allows the YW to hire 4-5 part-time TH recipients to work in support positions—Girls Inc., receptionist, janitorial, development depending on the needs and participant skill sets. A new position of case manager/job coach will be added. All TH residents will have access to funds for specific assistance—tuition, security deposits etc. Safe Haven Ministry residents will have access to all TH services. This contract is for 24 months and starts in October 2009 (ARRA).
- Project HEAL. We have added an outreach therapist position for HUD clients. Transportation has been identified as a barrier to services. This is a pilot program designed to ascertain the desire/need for therapy when this barrier is removed. The funding is a reassignment of HUD funds.
- Safe Connections funding renewed. Agency staff will work with the DVPTB to implement these services at a reduced level from 2008.

Collaborations

- Shelter. A new position of Housing Relocation Specialist will allow for greater access to community resources for shelter and transitional housing residents.
- Bridge Street Place (Dwelling Place) will come on line in the spring (permanent supportive housing for DV survivors without children). The program is funded independent of local HUD distribution. We will provide support services and they will be a referral resource for shelter residents.
- The West Michigan Hispanic Center OVW grant will provide numerous opportunities for program coordination and outreach expansion for the three partners—the YWCA, Hispanic Center and Safe Haven.
- The Latina initiative of the Domestic Violence Community Coordinated Response Team will be reignited as a result of the collaboration among staff of the Hispanic Center and Safe Haven
- Girls Incorporated at the YWCA West Central Michigan continues to be recognized as 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. Girls Inc. will continue expanding into surrounding communities.
- Girls Inc. staff will maintain collaborations with community youth servicing organizations. Girls Inc. staff will serve on an advisory committee for RAVE..

General

- Location of services 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. The lack of resources for transportation is having an impact on clients accessing our services. We continue to look at outreach opportunities. The advantage is in being centrally located and easily accessible through mass transportation.
- The YWCA West Central Michigan will need to continue to demonstrate compliance with the Hallmark Impact Areas of the YWCA of the USA. Specifically, we need to increase our capacity to meet the hallmark standards in the areas of eliminating racism and the financial empowerment of women.
- Limited marketing and community exposure will be positively impacted through increased social networking
- The YWCA will expand services to underserved groups (e.g. domestic violence survivors of means, Latina women and girls, domestic violence survivors requiring forensic examination)
- COA, Girls Incorporated and Partners for a Racism Free quality assurance reviews will take place during 2009-2010.
- Expectations and limitations placed on services by funding resources will continue to influence intervention strategies and options.

Focus on the YWCA as a Financial Steward of Choice

Summary of issues that *may* impact funding or programming, but *will* impact staff time commitments for the upcoming year.

- The state budget for 2009-2010 has not been approved. Potential impact—we are unclear if our services are targeted in any way.
- Legislation was approved for SANE funding to begin in 2011. This will fund nurse examiner programs. Our staff testified in behalf of the legislation. The only concern is that the legislation includes language that requires all nurses to be certified through International Forensic Nursing Association (IFNA). That creates a challenge for nurses who must be trained and mentored before they can take the examination. Impact potential—increased funding for 2010-2011.
- In 2010 HUD funding will be restructured. The cycle following the one we are currently applying for will, as we have been told, allocate funds directly to the Continuum of Care Committee and the distribution of funds will then become a purely local decision. Our presence at decision making tables will become even more critical. Presently we are on the Advisory Committee (Carla) and the Coordinating Committee (Tom). Impact potential—unknown starting FY 2011.
- The comprehensive Michigan Domestic Violence Prevention and Treatment Board (MDVPTB) RFQ will be due in summer 2010. The RFQ will be for three years (2010-2013) and will include a new state funding distribution formula. We do not know what the plan will be. Results from surveys that were distributed to board, staff and community members will be presented to the MDVPTB meeting in November. Potential impact—may be neutral, starting FY 2010-2011.
- Rape Prevention Education funding will no longer be a part of the MDVPTB comprehensive grant. The RFQ will be distributed through MI Community Health. Greater local competition is expected. We have participated in Michigan Community Health strategic planning. Potential Impact—funding and programming uncertainty expectations for Girls Inc. starting 2010-2011.
- FEMA funds are projected (there is some question if this is rumor or fact) to be reduced by half. Potential Impact of \$15,000. for the 2009/2010 shelter budget.
- Emergency Shelter funding through DHS may exclude agencies otherwise funded through DHS. Potential Impact—three year contract interrupted during year two. Loss of up to \$30,000 starting FY 2009-2010.
- United Way will be realigning services under three pillars—health, income, education. It is unclear if our current programming will fit the objectives within these pillars. We are involved on many levels—Health pillar subcommittee, UW board and UW Agency Steering Committee—Carla. Potential impact—funding uncertainty FY starting 2011-2012 mid-year.

- MSHDA TBRA will be up for renewal in the spring. We likely will have the opportunity to expand services.
- The child sexual abuse RFQ has not been issued. We do not know the funding level and/or if we will bid on the contract. Potential impact—unknown current contract expires in December 2009.
- The YWCA's main facility on Sheldon Blvd. continues to be an asset and a challenge. Major improvements in facility infrastructure are required—heating, air, phone systems, flooring, roof, utility efficiency, preferred LEAD cert. Underused space on the lower level is difficult to rent, while current spaces for many services do not meet the programs' needs. For example, the Counseling Center space lacks functionality for diverse forms of therapy that include children, family and adult services. Questions continue regarding the renewal of the child sexual abuse contract. The Safe Connections lacks private space. The Nurse Examiner Program needs expanded space for on-call nurses to sleep. The shelter also requires renovation to accommodate the needs of residents who smoke. At the same time, many programs are expanding off site to respond to the location needs of consumers. It is unclear if the community can support a capital campaign in order to improve services through facility upgrades.
- Administratively, the YWCA West Central Michigan continues to adapt itself to significant changes in conducting business in order to balance mission and margin. This includes enhanced use of technology and examination of old services in the face of changing consumer and community needs
- Special events have not met past goals and struggle to be "unique." One of the YWCA's two current successful events is being replicated throughout the community.
- Revenue has not declined significantly, but it has become more restricted.
- The economic climate of our state and country is negatively impacting us both in threats to government funding and in fundraising
- United Way funding lacks the stability it once had as the organization focuses more on specific impact areas and "pillars" and less on general community need