



YWCA WEST CENTRAL MI STRATEGIC PLAN: Annual Plan 2016-2017

MISSION

The Mission of the YWCA West Central Michigan

Eliminating racism,
Empowering women and girls
Promoting peace, justice, freedom, and dignity for all.

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

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 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, 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)

**The mission, vision, and core beliefs and values were reviewed by the YWCA Board of Directors and remain unchanged.
(September, 2016 board retreat)**

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 (ongoing)
- To use social media to market the YWCA as a good place to work through staff statements in recruitment material
- To expand our recruitment strategies for all staff through simultaneous external and internal recruitment
- To encourage staff and provide work/school flexibility to complete advanced degree programs to allow for internal promotion
- To recruit interns and employees from schools with greater diversity in students (Wayne State, Eastern, others)
- To provide resources that allow for expanded internal and external training designed to enhance job skills for all staff (ongoing)
- 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, racism-free, and inclusive principals will be evident throughout the organization

Objectives and Tactics:

- To involve staff and board members through the Council on Understanding Racial Equity (CURE) and the Board of Directors Mission Committee 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
 - Level of engagement-YWCA participation, YWCA partner, YWCA leader
 - Type of engagement-Institutions (Ex: Partners for a Racism Free Community), connectivity (Ex: Greater Grand Rapids Racial Equity Network), individual
- To involve staff through partnership with Grand Rapids Pride Center and other LBGTQ+ organizations and businesses in defining goals, outcomes, and assessment strategies to ensure that the YWCA is inclusive. Competent and welcoming of LBGTQ+ survivors
- To involve staff in the Culture of Gentleness training to enhance skills in supporting vulnerable individuals

- To ascertain effectiveness of the Council on Understanding Racial Equity (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 Partners for a Racism Free Community
- To contribute to the competency of internal and community service providers through Stand Against Racism training and community events

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 non-residential, 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 survivors of human trafficking, we will participate in the Kent County Human Trafficking Task Force initiated by the YWCA in 2015 (systems change)
- To gain therapeutic and advocacy intervention knowledge in serving LBGTQ+ survivors of sexual assault, domestic violence and stalking, we will receive training from community partners and through local and national opportunities
- To gain therapeutic and advocacy intervention knowledge in serving survivors with intellectual or developmental disabilities we will participate in and seek out

- trainings (including the Culture of Gentleness) with our community partners (systems change)
- We will implement the use of Skype, FaceTime and other tech-based resources (live-chat or texting) to provide services for survivors who cannot or choose not to access face-to-face, in-house services.
 - To expand intervention services to underserved survivors including “women of means” who are survivors of violence, we will continue to train staff members from physician practices and hospital groups and increase access through the internet
 - To alter girls and youth services to more clearly reflect sexual violence prevention rather than risk reduction, we will include services to males
 - To expand outreach to targeted populations, a marketing campaign will be developed and our website upgraded
 - Marketing and staff training will include use of language that is more inclusive than domestic violence. Language and interventions will recognize verbal, emotional and financial abuse

Goal Three: By November 1, 2016 we will have recruited, oriented, and assembled a team and resources to service 400 clients (above 2014 baseline) annually.

Strategy: With the use of the Family Justice Center model of intervention, the YWCA will create a Domestic and Sexual Violence Resource Center (2016) (Now Advocacy and Resource Services)

Objectives and Tactics:

- DV and SA Crisis intervention hotlines will be combined to be one helpline answered by staff, interns, and volunteers cross-trained in domestic, sexual, child sexual abuse, stalking, and dating violence
- Staff with expertise in short-term crisis shelter, transitional housing, legal advocacy, medical forensic, crisis supports
- Advanced helpline training will be provided (October)
- Protocols will be developed to ensure adequate staff coverage and appropriate crisis response procedures for ARS
- Assessment for crisis housing will take place at main facility
- A triage approach will be designed and instituted to ensure as many of the survivors intervention needs are identified and appropriate resources are available
- To ensure that resources resonate with the changing needs of our client population, surveys of residents and non-residential clients will be initiated and repeated quarterly

Goal Four: Capital improvements, completed in 2014, were intentional in supporting current and future needs of residents of the YWCA-Wege Sojourner House (formerly DCC)

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

Objectives and Tactics:

- Renovation of Sojourner House increased privacy and created an enhanced healing environment for those residing at the shelter because:
 - Crisis intervention and housing assessment will be moved to the main YWCA building (October 2016)
 - Child care now enables the YWCA to provide shelter residents a safe place for 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
 - 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 (2017)

C: Partner of Choice

Goal Five: By September 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 (now Advocacy and Resource Services), as needed (paralegal was hired)
- Cross-training will take place for judges and Friend of the Court on the MI Team domestic violence enhancement model currently being adopted by CPS (Justice for Our Families Grant)
- Recruitment for pro-bono family law attorneys and Certified Divorce Financial Analysts will expand client resources

Goal Six: In order to expand the number of supporters and ambassadors of the YWCA's work, by October 2017, the YWCA will establish new or enhanced relationships with 50 practices/businesses. (last year of ongoing goal) 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 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 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 to participate in workgroups 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 expectation of 25% .
 - Goals for increasing Twitter followers and retweets will increase by 10% annually
 - Goals for expanding LinkedIn will increase by 10% annually
 - Establish or enhance relationships with media 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 educate and mobilize YWCA West Central Michigan stakeholders on critical legislative and policy issues in alignment with the advocacy priorities of the YWCA USA and the Michigan Coalition to Prevent Domestic and Sexual Violence, through newsletters and email alerts
- To educate and mobilize YWCA West Central Michigan stakeholders on critical issues related to the elimination of racism in alignment with the advocacy priorities of the YWCA USA, Greater Grand Rapids Racial Equity Network and Partners for a Racism Free Community
- 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 1,207 individuals to 1,596 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 2014-2015 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, we will include a national speaker to create uniqueness in the Open Circle event and ease for table captains in soliciting participation
- 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 complete the endowment portion of Transformation Campaign and, with board engagement and leadership, beyond the target of the campaign
- To re-secure support from 90% of annual foundation funders
- To evaluate continually staff utilization, programs, and services to ensure YWCA resources are being used effectively and efficiently

- To design and launch a new website with greater internal control and usefulness for clients, visitors, donors
- To develop and implement Phase 1 of the Marketing Campaign for underserved populations and increased community awareness of services
- Manage the development process and infrastructure in ways that all volunteers to successfully fundraise and encourages volunteers to steward relationships that enables YWCA staff to fundraise
- To deepen the board's reach into communities of wealth (either board members who can fundraise within that community and/or board members who belong to that community)
- To use the CEO transition to leverage, deepen and expand relationships within donor communities and further instill confidence in the YWCA