# YWCA YORK STRATEGIC PLAN

**DATE**  | **JULY 2021-JUNE 2025**  
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**ANCHOR** | **CREATING ABUNDANCE**  
--- | ---
**MEANING** | **BUILDING CAPACITY**  
--- | ---
**INCLUDES** | **BUILDING CULTURE**  
--- | ---
**SERVING COMMUNITIES** | **ENHANCING AWARENESS**  
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**Enhance and expand the vitality of YWCA York to successfully meet our current and future needs** | **Strategically deploy our resources to drive visionary projects that transform YWCA York and our community**  
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**How we eliminate racism, empower women and promote peace, justice, freedom, and dignity FOR ALL** | **Increase the effectiveness of internal and external communications**  
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**Resources, funding, donors, grants, events, sponsorships, efficiencies** | **Governance (Board), facilities, staff recruitment and retention, training, security, technology, organizational planning**  
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**Trauma-informed, teamwork, internal equity, safety, mindfulness, empathy** | **Racial and gender equity, child & youth programs, victim services, aquatics & yoga, advocacy--our mission in action!**  
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**Marketing, internal communications, social media, promotions, developing new markets, creative solutions, partnerships**

## ANNUAL PLAN OBJECTIVES & STRATEGIES

**DATE**  | **FY2022**  
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**ANCHOR** | **CREATING ABUNDANCE**  
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**CAPACITY BUILDING** | **CULTURE BUILDING**  
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**SERVING COMMUNITIES** | **ENHANCING AWARENESS**  
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**Capital campaign-launch public phase and raise $600,000** | **Strengthen board involvement in preparation for CEO transition**  
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**Create exceptional customer service program** | **Register 800 people for the 21 Day Equity Challenge**  
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**Match $100,000 QOP and Ambassador funding** | **Prepare for and launch search for new CEO**  
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**Conduct internal assessment of The Sanctuary Model** | **Create a work group to identify ways of improving internal communications and implement them**  
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**Increase QOP participation by 50% over 2021** | **Deliver comprehensive marketing plan for the year**  
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<thead>
<tr>
<th>Complete 30% to 50% of RACP projects by June 30, 2022. Maximum the RACP funds with other funding streams</th>
<th>Open accessible legal center</th>
<th>Empower staff to deliver mindfulness practices</th>
<th>Shark tank pitch for DAF funding to promote initiative and innovation</th>
<th>Create quarterly community newsletters</th>
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<tbody>
<tr>
<td>identify and submit grant applications for each priority program</td>
<td>Practice Active Intruder Response drill and prepare a comprehensive plan</td>
<td>Develop standard trauma-informed programming for YWCA York staff</td>
<td>Assess partnership opportunities for LGBTQIA programming</td>
<td>Reimagine and revise events to capture more involvement</td>
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<td>Create new corporate giving program and raise $60,000</td>
<td>Upgrade tech to increase efficiencies and productivity</td>
<td>Amend the employee personnel handbook and departmental policies through an equity lens</td>
<td>Record trainings and presentations for repeated use, embed on website for easy access</td>
<td>Solicit positive reviews on Google, social media and Indeed</td>
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<tr>
<td>Identify and publish cost of care for ELC and SAC to solicit more community funding</td>
<td>Develop facilities check list for proactive maintenance tasks</td>
<td>Create opportunities for our staff to connect through shared interests to further wellness and inclusion within the organization.</td>
<td>Create and market community ed topics like Respect at Work and Mandated Reporter training to community</td>
<td>Introduce tools to share documents and collaborate through technology</td>
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<td>Leadership Forum update for EQ, StrengthsFinder and racial equity</td>
<td>Schedule semi-annual purge/cleanup of facilities</td>
<td>Develop family resources to enhance engagement for everyone connected to YW programs and services</td>
<td>Create an app for VS clients, the public and partners with information and YW resources</td>
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<td>Develop cultural responsiveness training for ECE as a pilot for YWCA York staff</td>
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<td>Partner with other YWCAs to bring a healing initiative to York</td>
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