

YWCA YORK STRATEGIC PLAN

DATE	JULY 2021-JUNE 2025				
ANCHOR	CREATING ABUNDANCE	BUILDING CAPACITY	BUILDING CULTURE	SERVING COMMUNITIES	ENHANCING AWARENESS
MEANING	<i>Enhance and expand the vitality of YWCA York to successfully meet our current and future needs</i>	<i>Strategically deploy our resources to drive visionary projects that transform YWCA York and our community</i>	<i>Make our "around here" statements real</i>	<i>How we eliminate racism, empower women and promote peace, justice, freedom, and dignity FOR ALL</i>	<i>Increase the effectiveness of internal and external communications</i>
INCLUDES	Resources, funding, donors, grants, events, sponsorships, efficiencies	Governance (Board), facilities, staff recruitment and retention, training, security, technology, organizational planning	Trauma-informed, teamwork, internal equity, safety, mindfulness, empathy	Racial and gender equity, child & youth programs, victim services, aquatics & yoga, advocacy--our mission in action!	Marketing, internal communications, social media, promotions, developing new markets, creative solutions, partnerships
ANNUAL PLAN OBJECTIVES & STRATEGIES					
DATE	FY2022				
ANCHOR	CREATING ABUNDANCE	CAPACITY BUILDING	CULTURE BUILDING	SERVING COMMUNITIES	ENHANCING AWARENESS
	Capital campaign-launch public phase and raise \$600,000	Strengthen board involvement in preparation for CEO transition	Create exceptional customer service program	Increase QOP participation by 50% over 2021	Deliver comprehensive marketing plan for the year
	Match \$100,000 QOP and Ambassador funding	Prepare for and launch search for new CEO	Conduct internal assessment of The Sanctuary Model	Register 800 people for the 21 Day Equity Challenge	Create a work group to identify ways of improving internal communications and implement them

Complete 30% to 50% of RACP projects by June 30, 2022. Maximum the RACP funds with other funding streams	Open accessible legal center	Empower staff to deliver mindfulness practices	Shark tank pitch for DAF funding to promote initiative and innovation	Create quarterly community newsletters
Identify and submit grant applications for each priority program	Practice Active Intruder Response drill and prepare a comprehensive plan	Develop standard trauma-informed programming for YWCA York staff	Assess partnership opportunities for LGBTQIA programming	Reimagine and revise events to capture more involvement
Create new corporate giving program and raise \$60,000	Upgrade tech to increase efficiencies and productivity	Amend the employee personnel handbook and departmental policies through an equity lens	Record trainings and presentations for repeated use, embed on website for easy access	Solicit positive reviews on Google, social media and Indeed
Identify and publish cost of care for ELC and SAC to solicit more community funding	Develop facilities check list for proactive maintenance tasks	Create opportunities for our staff to connect through shared interests to further wellness and inclusion within the organization.	Create and market community ed topics like Respect at Work and Mandated Reporter training to community	Introduce tools to share documents and collaborate through technology
	Leadership Forum update for EQ, StrengthsFinder and racial equity	Schedule semi-annual purge/cleanup of facilities	Develop family resources to enhance engagement for everyone connected to YW programs and services	Create an app for VS clients, the public and partners with information and YW resources
	Develop cultural responsiveness training for ECE as a pilot for YWCA York staff		Partner with other YWCAs to bring a healing initiative to York	