



Strategic Plan 2018–2021

GOAL #1: Big Ideas! Strategically deploy our resources to drive visionary projects that transform YWCA York and our community

OBJECTIVE A: INFUSE mindfulness across YWCA York

- 1) Strategy: Provide staff the tools and opportunities to develop mindfulness practices
 - a. Develop a formal and informal training and education plan by department.
 - b. Introduce Emotional Intelligence to directors and coordinators as essential leadership skills.
- 2) Strategy: Create mindful physical spaces
 - a. Reduce clutter and increase efficiency while modeling respect for property.
 - b. Redesign work, outdoor and public spaces to be functional and attractive.
 - c. Redesign yoga and wellness studio to support a philosophy that encourages mindfulness.
- 3) Strategy: Improve health of children, clients and staff
 - a. Implement mindfulness practices such as yoga and meditation for child and youth programs.
 - b. Expand mindfulness offerings to Victim Services clients and families.
- 4) Strategy: Promote mindfulness initiative across YWCA York through support and structure
 - a. Weave mindfulness into the hiring process: job description, interviews and orientation.

OBJECTIVE B: Develop and PROMOTE community building to STRENGTHEN our neighborhood, city, and county in collaboration with committed partners.

- 1) Strategy: Prepare and deliver comprehensive and compelling inclusion and diversity training programs aimed at removing barriers and strengthening community
 - a. Assess what is currently being offered and collect data to determine gaps and opportunities.

- b. Conduct minimum of five trainings a year with schools, organizations and businesses.
- c. Develop strategic racial justice partner network
- 2) **Strategy:** Transform York County by addressing complex social justice issues
 - a. Provide training and event opportunities that empower women.
 - b. Deliver “Darkness to Light” child abuse trainings to adults in York County.
 - c. Play a key role in networking to diversify community boards and leadership teams (including YWCA York).
- 3) **Strategy:** Align Quantum Opportunities Program community service with YWCA York's racial justice mission.
 - a. Connect QOP with our Racial Justice Committee with one student joining for an academic year.
 - b. Students volunteer to assist with the Leadership Summit and Race Against Racism.
 - c. Plan one event per year (Black History Month, Hispanic History Month, Juneteenth or golf tournament with Black Golfer’s Association).

OBJECTIVE C: Deliver WOW customer service across YWCA York and into the community

- 1) **Strategy:** Conduct staff training and define what WOW looks like and develop customer service enhancement plans.

GOAL #2: Create Abundance—Enhance and expand the vitality of YWCA York to successfully meet our current and future needs.

OBJECTIVE A: Reduce program deficits, increase revenue and IMPROVE financial STABILITY

- 1) **Strategy:** Evaluate, enhance and strengthen deficit programs.
 - a. Increase revenue by offering a complement of trending yoga and aquatics classes.
 - b. Rent camp to scouting and other youth groups throughout the year.
 - c. Increase Temple Guard revenue for performances through fees and fund raising.
- 2) **Strategy:** Conduct capital campaign in 2021 and raise \$3M.
 - a. Identify capital need priorities to be funded by the campaign
 - b. Obtain official approval to run campaign.
 - c. Enhance database management system and processes.
- 3) **Strategy:** Increase fund development revenue by 5%.
 - a. Submit a grant to a national grantor for a major organizational initiative (Big Idea).
 - b. Increase RAR revenue by 10%.

OBJECTIVE B: Identify, prioritize and ENHANCE efficiencies and risk PREVENTION measures.

- 1) Strategy: Continue to strengthen our emergency preparedness procedures.
 - a. Assess what facilities and equipment are needed to improve protection of staff, families and clients; RFP for security.
 - b. Practice both evacuations and shelter-in-place scenarios at all locations.
- 2) Strategy: Increase ownership and understanding of budgeting by cost center managers
 - a. Supervisors review budgets by department and general ledger account on a monthly basis with cost center managers.

OBJECTIVE C: Build internal CAPACITY

- 1) Strategy: Place emphasis on developing leadership ability across the organization.
 - a. Introduce Emotional Intelligence and Strengths Finder to directors and coordinators as essential leadership skills at a Leadership Forum session.
- 2) Strategy: Increase racial literacy of staff, boards and committees.
 - a. Conduct trainings throughout the year for each group.
- 3) Strategy: Develop and assess staff performance with tools that are positive and encouraging.
 - a. Design a new performance review system that is strengths-based and supportive.
- 4) Strategy: Implement "change management" best practices to bring about a culture shift related to our mindfulness initiative.
 - a. Revisit our core values as a launching point.

GOAL #3: ONE YW—Work TOGETHER to connect our programs and services for greater unity and IMPACT.

OBJECTIVE 3-A: We FUNCTION AS ONE organization with common and unique goals

- 1) Strategy: Develop annual plans that include cross departmental engagement.
 - a. Senior staff and directors determine "common ground" projects and track outcomes.
- 2) Strategy: Coordinate and execute marketing communications to improve efficiency and create a common voice and greater impact.
 - a. Redesign, launch and update our website.
- 3) Strategy: Continue to place value on unified messaging.
 - a. Strengthen marketing management process to ensure timely and quality output.

OBJECTIVE 3-B: Place emphasis on developing ABILITIES across the organization

- 1) Strategy: Continue to provide cross departmental training to directors and coordinators.
 - a. Develop training calendar to launch in September.

- 2) Strategy: Design a retreat to build skills that support our Big Ideas
 - a. Close for additional all staff training day for mindfulness and racial justice.

GOAL #4: ON A MISSION—Eliminate racism, empower women, strengthen families and promote peace, justice, dignity and freedom FOR ALL.

OBJECTIVE 4-A: IMPROVE the QUALITY of our programs and services through assessment and innovation.

- 1) Strategy: Enhance quality of early learning programs
 - a. Adopt and integrate mindfulness and trauma-informed practices in PELC and Pre-K Counts programs.
 - b. Maintain licensing and accreditation at the highest levels.
- 2) Strategy: Enhance quality of youth programming
 - a. Track outcomes for QOP students and assess viability of Eisenhower QOP migration.
 - b. Develop a more robust training plan for new SACC staff.
- 3) Strategy: Enhance quality of victim services
 - a. Still Waters transitions to complex trauma model which includes partnering for substance abuse counseling.
 - b. Maintain licensing and accreditation with 0 requirements.
- 4) Strategy: Enhance quality of racial and social justice efforts
 - a. Develop philosophy for racial and social justice work in the community.

OBJECTIVE 4-B: Widen our reach with expanded programming and services

- 1) Strategy: Expand Pre-K County
 - a. Add at least one more classroom on PELC floor.
- 2) Strategy: Expand reach of Victim Services
 - a. Expand services into rural township in York County.

Thank you to YWCA York's Staff, Directors, Coordinators, Senior Staff and our Board of Directors for contributing to and approving our strategic plan. Now the exciting and meaningful work begins by the entire team on behalf of the more than 23,000 York County residents we serve each year!