

2020 Strategic Plan

EQUITY & OPPORTUNITY – Building the path to empowerment

YWCA Richmond

2020

YWCA Richmond Strategic Plan: 2017 - 2020

"Women are the real architects of society."— Harriet Beecher Stowe

YWCA 2020 Strategic Plan: EQUITY & OPPORTUNITY – Building the path to empowerment

MISSION: YWCA Richmond is dedicated to eliminating racism, empowering women, and promoting peace, justice, freedom and dignity for all.

VISION: We transform lives by creating access to opportunities, strengthening resilience, and advancing equitable systems for lifelong success.

VALUES: Our values are the fundamental beliefs by which we operate every day. They are the key to building a healthy culture where everyone feels trusted, safe, and supported. They are the essential principles that guide our behavior, our decisions and our interactions.

- **RESPECT** is the ability to see and celebrate the value in ourselves and others and to treat others the way you wish to be treated.
- **COMMITMENT** is a promise to fully dedicate ourselves to our mission and to support the success of our programs and each other.
- **INTEGRITY** is to behave in an honest, moral and ethical manner in performing our duties to the best of our ability.
- **COLLABORATION** is working together and sharing responsibility with others to exchange knowledge, talent and resources to achieve common goals.

Introduction & Methodology

In 2017, YWCA Richmond is celebrating its 130 year anniversary and has the same responsibilities today as we did in 1887. As community needs have shifted over the decades, the YWCA has modified our programs and services to continue our mission of empowerment and racial justice. This strategic plan reflects our efforts to adapt again to the changing world around us and strengthen our commitment to transform lives and ensure lifelong success for our clients and our community.

Following the methodology of La Piana & Associates nonprofit strategic planning process, the Board of Directors and staff spent six months developing a vibrant and “real-time” strategic plan to carry us through the next three years. David La Piana defines strategy as “a coordinated set of actions designed to create and sustain a competitive advantage in achieving a nonprofit’s mission.” This plan builds on the progress made in the past five years, while addressing the significant organizational capacity issues the YWCA faces as its programs expand to meet community need.

Our major service area of the Greater Richmond Region still experiences a multitude of disparities: One out of four 3rd grade students in our region is not reading on grade level; almost 13% of our region still lives in poverty and the number of children under the age of six living in poverty has increased to 20%. (2015 United Way Indicator Report). But there has also been progress --more kindergarteners are ready for school! Since 2002, the percent of students meeting the PALS-K benchmark increased by 6 percentage points.

Yet despite significant progress on some fronts, American women remain disadvantaged in terms of pay, educational attainment, labor force participation, legal maternity rights, family-friendly workplaces, and the presence of women in positions of power. Women make as little as 79 cents for every dollar that men earn for equivalent work and that figure hasn't really moved meaningfully since the year 2000. According to a 2015 CNN Money analysis, only 14.2% of the top five leadership positions at the companies in the S&P **500** are held by women. It's even worse if you just consider the very top. Out of **500** companies, there are only 24 female CEOs.

Clearly there is still much work to do to empower women and families. At the YWCA we recognize the need to come together to find solutions and we will continue to align ourselves with other like-minded organizations to create equitable systems and opportunities for women and children to thrive.

Who We Are. What we do.

YWCA Richmond is an organization for women united by a passion for social change, equality and economic empowerment. The Organization offers women of all ages leadership opportunities, shelter for safety, programs focused on racial justice, financial and emotional self-sufficiency, and high quality, affordable pre-school education for all families in the Greater Richmond Region. As a solution-focused, trauma-informed agency, we strive to increase community access to domestic and sexual violence prevention and intervention programs, champion causes that advance racial equity, increase women's ability to achieve self-efficacy, and expand services in early childhood programming that enhance family sustainability and stability. We believe that everyone has the right to live in a safe and violence-free home. We believe that all children deserve access to the path to educational success. We believe that all women cannot be empowered if we do not address the issues of racism. We believe that women working together across lines of difference can transform and improve life for all women. YWCA Richmond is affiliated with the YWCA USA, one of the oldest and largest women organizations in the country.

2017-2020 Strategic Goals:

❖ GOAL 1: Health & Safety –

The YWCA will **increase** community access to domestic & sexual violence prevention and trauma-informed intervention services that **strengthen** the health and safety of our community.

❖ GOAL 2: Racial Justice –

The YWCA will be **deliberate and intentional** in our efforts to eliminate racism and **champion** causes that advance racial equity.

❖ GOAL 3: Empowerment –

The YWCA will **advance** gender equity and break down barriers to **increase** women's ability to achieve self-efficacy.

❖ GOAL 4: Early Childhood Education –

The YWCA will **create** a systemic approach to **expand** services in our early childhood program that are more comprehensive and **increase** family sustainability.

2017-2020 Key Objectives & Tactics:

G1: Health & Safety – **Increase** community access to domestic & sexual violence prevention and trauma-informed intervention services that **strengthen** the health and safety of our community.

- **OBJECTIVE 1.1** – Strengthen our prevention services and build community recognition of the importance of intimate partner violence prevention.
- **OBJECTIVE 1.2** -- Create a public education infrastructure that prioritizes reaching underserved populations, leveraging internal strengths, and increasing service utilization by survivors of domestic & sexual violence.
- **OBJECTIVE 1.3** -- Integrate the Solution Focused TIC Model in program policies and practices to ensure trauma informed responses throughout the organization.
- **OBJECTIVE 1.4** -- Expand culturally competent Solution Focused TIC services to more underserved communities impacted by domestic & sexual violence.

G2: Racial Justice -- Be **deliberate and intentional** in our efforts to eliminate racism and **champion** causes that advance racial equity.

- **OBJECTIVE 2.1** -- Build a healthy internal culture and evaluate our programs through a racial equity framework to ensure we are advancing racial equity.
- **OBJECTIVE 2.2** -- Foster collaboration with community partners and establish credibility and community presence to advocate for racial equity.
- **OBJECTIVE 2.3** -- Leverage our programmatic strengths to fill racial justice gaps and support racial justice programs in our community.

G3: Empowerment – Advance gender equity and break down barriers to increase women’s ability to achieve self-efficacy.

- **OBJECTIVE 3.1** -- Connect women through a series of leadership programs each year that provide tools and resources to help women become more effective leaders.
- **OBJECTIVE 3.2** – Build connections in the community that support our regional workforce development services, increase access and resolve issues that face our clients.
- **OBJECTIVE 3.3.** -- Develop a unified voice and mobilize resources to increase the efficacy of our community and legislative advocacy to support and defend gender equity in our community.

G4: Early Childhood Education -- Create a systemic approach to expand services in our early childhood program that are more comprehensive and increase family sustainability.

- **OBJECTIVE 4.1** -- Expand and/or relocate Sprout School sites to serve more children and younger children from low to moderate income families.
- **OBJECTIVE 4.2** -- Expand crisis and stabilization services to all Sprout School families either through a partnership with an outside agency or through our own case management staff.
- **OBJECTIVE 4.3** -- Provide professional development to all Sprout School staff to assist them in understanding and implementing the Reggio Emilia Teaching philosophy.