eliminating racism
empowering women
ywca
clark county

ywca clark county
strategic plan: fy 2010-2011 and beyond

intro

This document sets forth the **ywca clark county's** strategic goals for Fiscal Year 2010-2011 and the next few years. They were originally developed based on the outcomes of our February 2006 Board-Staff Strategic Planning Retreat, with consideration of input from program participants, volunteers, partner organizations, supporters, staff, and board members, as well as statistics and reports on Clark County. They were updated each year since 2006 and will continue to be updated annually to reflect our organization's changing needs and opportunities.

ywca clark county

The **ywca clark county** is dedicated to eliminating racism, empowering women, and promoting peace, justice, freedom, and dignity for all. **ywca clark county** is part of the YWCA Northwest Regional Council and YWCA USA. Founded in 1916, **ywca clark county** offers social services and social change programming that serve over 11,000 women, children, youth and men each year.

strategic goals

Goal 1: Maintain current programs, which offer crisis intervention services and focus on empowering women, children, and youth.
Goal 2: Work toward greater financial sustainability for the **ywca**.
Goal 3: Increase activities that work toward the elimination of racism and other forms of oppression.
Goal 4: Increase prevention work to decrease the number of people who need **ywca** services.
Goal 5: Increase access to **ywca** programs in North and East County.
Goal 6: Continue to make strategic planning an ongoing part of our work.

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Goal 1: Maintain current programs, which offer crisis intervention services and focus on empowering women, children, and youth.

Goal 2: Work toward greater financial sustainability for the ywca.

Supporting Activities	*Key People*	*Timeline*	*Indicators of Accomplishment*
1. Further develop our 15-Year vision and create financial and fundraising strategies to realize that vision.	▪ Strategic Planning Committee ▪ Board of Directors ▪ Executive Director	▪ December 2010	▪ 15-year plan is adopted by board.

Goal 3: Increase activities that work toward the elimination of racism and other forms of oppression.

Supporting Activities	***Key People***	***Timeline***	***Indicators of Accomplishment***
1. Add staff and volunteer capacity to the Social Change Program to broaden the **ywca's** ability to positively impact Clark County with regard to its anti-oppression and cultural appreciation work.	▪ Social Change Prog. Mgr. ▪ Director of Programs ▪ Director of Dev. & Comm. ▪ Volunteer Develop. Dir.	▪ December 2011	▪ Funding for a .5 FTE staff member is secured. ▪ New staff member is hired. ▪ Volunteers are recruited and are meaningfully contributing to the program.
2. Conduct anti-oppression education activities in high schools and middle schools.	▪ Social Change Prog. Mgr. ▪ Director of Programs	▪ December 2009 ▪ June 2011	▪ Staff have begun facilitating anti-oppression discussions in high schools and middle schools (accomplished Dec. 2009). ▪ Staff are conducting activities in at least 6 schools on annual basis (2011).

Goal 3 (Cont'd): Increase activities that work toward the elimination of racism and other forms of oppression.

Supporting Activities	***Key People***	***Timeline***	***Indicators of Accomplishment***
3. In addition to holding 3 annual, in-house "Eliminating Racism" workshops, conduct 9 workshops, events, and brown bags for the community (for groups such as businesses, other nonprofits, churches, civic organizations, etc.).	▪ Social Change Prog. Mgr. ▪ Director of Programs ▪ Training Team	▪ June 2010	▪ 3 in-house workshops and 9 community workshops are held annually.
4. Work in partnership with other community leaders and organizations engaged in anti-oppression work to increase engagement in anti-oppression activities and promotion of cultural appreciation.	▪ Social Change Prog. Mgr. ▪ Director of Programs ▪ Management Team ▪ Community Partners	▪ June 2010 (Accomplished) ▪ December 2010 (Accomp.) ▪ June 2011	▪ A coalition is formed with leadership and participation from the **ywca clark county** (June 2010). (Accomplished) ▪ The coalition provides workshops on issues of diversity and cultural appreciation (Dec. 2010). (Accomplished) ▪ The coalition effectively helps local businesses and agencies to promote diversity and inclusion with regard to recruitment, retention, and professional development (June 2011).
5. Respond, as an agency, to local hate incidents and hate crimes, showing support for victims and educating community members.	▪ Social Change Prog. Mgr. ▪ Director of Programs ▪ Hate Incidents and Hate Crimes Work Group ▪ Public Policy Committee	▪ Ongoing	▪ Victims of local hate incidents and hate crimes feel supported emotionally and are given resources to help them respond, if they choose. ▪ Community members, and **ywca** staff and board members, receive information about what happened, as well as related information such as statistics and laws. Awareness is increased, as is the community's collective ability to respond quickly and effectively to hate incidents and hate crimes.

Goal 4: Increase prevention work to decrease the number of people who need ywca services.

Supporting Activities	*Key People*	*Timeline*	*Indicators of Accomplishment*
1. In addition to working with youth in middle and high school (being done currently), work with foster youth, teen parents, and other vulnerable populations, resources permitting.	▪ SafeChoice and Sexual Assault Program Directors ▪ SafeChoice and Sexual Assault Prevention Advocates	▪ Dependent on Resources	▪ **ywca** is working with foster youth, teen parents, and other vulnerable populations to prevent violence – raising awareness, giving them tools, inspiring them to get involved.
2. Work with coaches and people in faith communities, resources permitting.	▪ SafeChoice and Sexual Assault Program Directors ▪ SafeChoice and Sexual Assault Prevention Advocates	▪ Dependent on Resources	▪ **ywca** is working with coaches and people in faith communities to prevent violence – raising awareness, giving them tools, inspiring them to get involved.

Goal 5: Increase access to ywca programs in North and East County.

Supporting Activities	*Key People*	*Timeline*	*Indicators of Accomplishment*
1. Open a **ywca** office in Washougal.	▪ Director of Programs ▪ SafeChoice Prog. Dir. ▪ Sexual Assault Prog. Dir.	▪ December 2011	▪ SafeChoice and Sexual Assault Program advocates are stationed in this office at least 8 hours per week. The advocates assist victims on sight and help refer people to other **ywca** programs.

Goal 6: Continue to make strategic planning an ongoing part of our work.

Supporting Activities	***Key People***	***Timeline***	***Indicators of Accomplishment***
1. Evaluate progress on this strategic plan on a regular basis and make adjustments as necessary.	▪ Executive Committee ▪ Management Team ▪ Board of Directors	▪ Management Team: Tri-Annual Retreats ▪ Executive Committee: prior to Board-Staff Retreats and as needed ▪ Board: Retreats and Mtgs.	▪ Progress on meeting goals set out herein is evaluated on a regular basis and adjustments are made as necessary.
2. Hold annual board-staff strategic planning retreat(s) to plan for the upcoming fiscal year and beyond.	▪ Executive Committee ▪ Management Team ▪ Board of Directors	▪ Retreat(s): As scheduled by board ▪ Plan Adopted: Every June	▪ Retreats are held and strategic goals are identified. ▪ Plan is adopted by board. ▪ Plan is clearly communicated to all board members, staff, and stakeholders.
3. Continue to ask the big questions and think long-term.	▪ Board of Directors ▪ All Staff	▪ Ongoing	▪ Through regular board and staff meetings, strategic questions are identified and processes are established for addressing them.