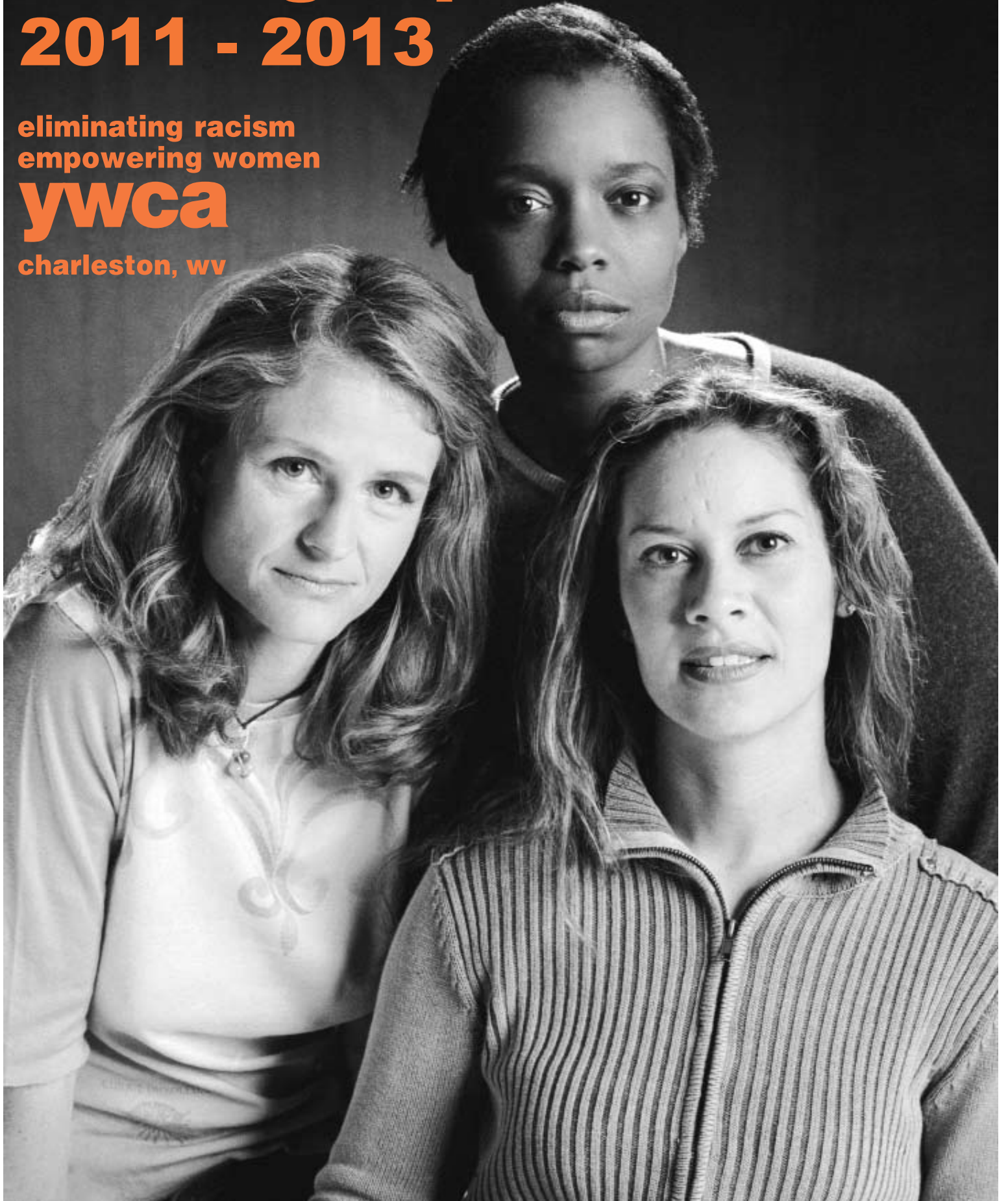


# strategic plan 2011 - 2013

eliminating racism  
empowering women

**ywca**

charleston, wv





# introduction



Founded in 1912, the YWCA of Charleston has a strong history and reputation for providing a diverse and comprehensive network of social service programs. As a member of one of the world's largest and oldest women's organizations, the YWCA of Charleston reaches more than 10,000 children and adults each year in Kanawha, Clay and Boone counties. The YWCA of Charleston provides support and services to the Kanawha Valley's most vulnerable populations including homeless women and families, victims of domestic violence, low-income families seeking affordable childcare and homeless and abused seniors, helping these individuals to achieve healthy and productive future.

The following strategic plan will serve as a road map over the next three years to help the YWCA of Charleston proactively approach services and operations more effectively within a challenging and changing environment. Additionally, it will provide a foundation on which future leaders of the organization can continue to build upon strengths and address opportunities.

The strategic planning process was guided by a strategic planning committee of board members, staff, and community representatives, with the assistance of an outside facilitator. Key steps in the planning process over a five month period included:

- An internal organization assessment of client and financial trend data;
- Facilitated focus groups with youth, volunteers, and program participants to assess strengths, opportunities, threats and weaknesses;
- Key informant interviews with community leaders, donors and competitors and
- A review of policy and trend data.

The work of the committee set the stage for a retreat of the full board during which the organization's strategic directions were affirmed.

The strategic plan will be carried out by the leadership and action of the board of directors, assigned committees and staff. Recommendations have been developed to monitor progress, assess changes that impact strategies, and update the strategic directions on a quarterly basis.

## summary of common themes

The situational assessment results set the context for the choices reflected in the strategic plan as follows:

- **Key strengths** of the YWCA of Charleston include the history and demonstrated ability to provide high quality, responsive services, along with strong leadership and commitment of the board and staff. When there is a challenge, the organization meets it through innovation and strong community support. Priorities in the strategic plan build upon these successes, and are aligned with the mission.
- **Major opportunities** will be emphasized to ensure the YWCA of Charleston has greater focus and results in the areas of quality assurance, public policy, and youth engagement. Additionally, there will be more concentration on eliminating racism and promoting diversity across programming and infrastructure.
- **Vulnerabilities** regarding organizational structure and sustainability will be addressed through staff retention and leadership, a comprehensive fundraising plan, and strong internal and external communication links. Action in these areas will increase organizational capacity and build upon the YWCA of Charleston's history and reputation as a leader in the non-profit in the community.



## mission

The YWCA of Charleston is dedicated to **eliminating racism, empowering women** and promoting **peace, justice, freedom** and **dignity** for all.

## code of ethics

The reputation and ability of the YWCA of Charleston to accomplish its mission is built upon the dedication of every board member, employee and representative of each of the programs to the following values, principles and standards:

***Dedication*** to our vision of creating peace, justice, freedom and dignity for all people;

***Openness and Honesty*** in communicating with everyone with whom we deal;

***Integrity*** in all that we do:

Our word is our bond,

We will use confidential information only for its proper and intended purposes,

We will always act in furtherance of our mission;

***Responsibility*** for our words and action, and for the consequences of our decisions;

***Compassion*** in our relationships with everyone with whom we deal, and the communities we serve;

***Fairness to and Response*** for everyone with whom we deal and whom we serve;

***Leadership*** in word and in deed:

We will always model positive and ethical behaviors,

We will demonstrate enthusiasm, energy and courage,

We will champion and relentlessly pursue a positive vision of the future;

***Collaboration and Cooperation*** with other individuals and organizations, actively including others and seeing diversity of view, to enhance our decision making and improve our effectiveness in all that we do.

# goals and strategies



The following goals and strategies are based upon the organization's response to important issues identified by its program participants, volunteers, and other stakeholders during the situational assessment process.

With an affirmed mission, a clear understanding of what it does well, and a commitment to quality services and operations, the YWCA of Charleston will pursue the following goals and strategies over the next three years.

**Operational Strategies** selected for development of specific action steps and implementation by assigned committees, board of directors and staff during the first year of the strategic plan are **bolded**, unbolded strategies remain a priority for subsequent years of the strategic plan.

## Strategic Priority I

Improve the quality of our existing services to meet identified needs.

### Goal I

YWCA of Charleston program participants will receive high quality services that meet their needs and respect their dignity.

### Strategies:

- **Clearly define the role of the Board of Directors in quality assurance protocols and standards**
- **Create a new management staff position to focus on program quality, operations and development**
- **Conduct an evaluation of current volunteer practices**
- **Develop and implement standard protocols for orientating and training staff**
- Develop standard protocols for volunteer training and management
- Evaluate and monitor suitability of physical plant resources on an ongoing basis

## Strategic Priority II

Enhance our efforts to eliminate racism.

### Goal II

The YWCA of Charleston will be a recognized leader and active partner in promoting diversity.

### Strategies

- **Clearly define the role of the organization and the board of directors in racial justice issues**
- **Re-energize the Racial Justice Committee with renewed leadership and participation from the board of directors**
- **Ensure the board of directors and committees have diverse representation**
- **Evaluate the success of current programs in addressing racial bias issues**
- Secure funds to permanently staff the racial justice coordinator position
- Collaborate with community organizations having a shared goal of promoting diversity and racial justice



## Strategic Priority III



Address the emerging needs of youth through programming and leadership development opportunities.

### Goal III

The YWCA of Charleston will offer relevant opportunities for youth to develop as leaders and advance our mission.

### Strategies:

- Evaluate services currently being provided to children ages 0-18 in our programs
- Evaluate volunteer and leadership opportunities and models specific to increasing youth involvement across our organization
- Recruit and support youth representation on the board of directors, committees, programs and special projects
- Determine and address additional services needed for children enrolled or exiting out of our programs

## Strategic Priority IV

Improve organizational structure, capacity, and operations.

### Goal IV

The YWCA of Charleston will be a high functioning organization effectively structured to eliminate racism and empower women.

### Strategies

- **Assess organizational structure in light of strategic priorities**
- **Develop a staff leadership succession plan to minimize organizational risk**
- **Develop a comprehensive fundraising plan to assure continued sustainability and growth**
- **Develop a framework to strengthen internal communications**
- Review and document business functions and develop a business continuity plan
- Develop a comprehensive staff compensation plan to enhance recruitment and retention efforts
- Evaluate how staff success is measured and rewarded and develop recommendations for action
- Continue to increase public understanding and support through external communication strategies
- Monitor and authorize updates to the strategic plan on a quarterly basis



## Strategic Priority V

Establish a clear role in public policy.

### Goal V

The YWCA of Charleston will establish and implement a clearly defined role in public policy and advocacy that advances our mission.



### Strategies

- **Develop the internal infrastructure to communicate on and respond to policy issues**
- **Reach consensus on an annual policy agenda to proactively address policy issues and barriers**
- **Engage and train the board of directors and staff to be strong advocates to carry out the public policy agenda**
- **Collaborate with national, state and local partners and coalitions to advance shared policy issues**
- Engage and train volunteers and supporters to be strong advocates
- Strengthen relationships with legislators and other policy makers

## **strategic planning committee**

Erin Magee, Chair

Becky Ceperley

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Janet James

Laura Jordan

Sue Sergi

Kara Williams

Becky King, Facilitator

Debby Weinstein, staff

Laurel Kirksey, staff

Andrea Thaxton, staff

## **ywca programs**

### **ywca sojourner's shelter**

Shelter: (304) 340-3562    Administrative: (304) 340-3553

### **ywca resolve family abuse program**

Shelter: (304) 340-3549    Administrative: (304) 340-3573

### **ywca mel wolf child development center**

(304) 340-3560

### **ywca alicia mccormick homes**

(304) 415-2682

### **ywca shanklin center**

(304) 415-2682

### **ywca empowerment homes for women**

(304) 415-2682

### **ywca hps/nautilus**

(304) 340-3550

## **ywca supporting stores**

### **ywca past & present gently used clothing**

(304) 340-3646

### **ywca 2nd seating gently used furniture**

(304) 344-1348

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empowering women**

**ywca**

**charleston, wv**

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