

# **eliminating racism empowering women**

**ywca**

**YWCA Southeastern Massachusetts**

**Revised Strategic Plan**

**2008 - 2011**

**Approved by YWCA Board of Directors  
May 19, 2008**

## ***Vision Statement***

**The YWCA Southeastern Massachusetts will be a leader in advancing racial justice and women's economic empowerment.**

## ***Mission Statement***

**ywca southeastern massachusetts is dedicated to eliminating racism, empowering women and promoting peace, justice, freedom and dignity for all.**

# **STRATEGIC PLAN GOALS**

## **2008-2011**

- 1. TO STRENGTHEN AND PROMOTE PROGRAMS IN ALIGNMENT WITH THE MISSION OF THE ORGANIZATION**
- 2. TO ACHIEVE AND MAINTAIN FINANCIAL STABILITY**
- 3. TO MAINTAIN OPERATING FACILITIES**
- 4. TO FORMULATE A GOVERNANCE STRUCTURE THAT PROMOTES A STRONG ORGANIZATION**

## **Goal # 1**

### ***To strengthen and promote programs in alignment with the Mission of the organization.***

**OBJECTIVE #1: To establish and maintain effective programming in support of racial justice throughout the region.**

**Person(s) Responsible: Board of Directors and Executive Director**

- a) Promote racial justice within the organization by imbedding training opportunities at all levels—Board, staff, volunteers, membership
- b) Make racial justice work a part of all regular written communications to membership and in the region
- c) Serve as a community resource in support of racial justice work in the region by making current resources available to organizations, schools, businesses—bring multicultural curriculum to public schools; participate in local and regional events related to justice issues; provide racial justice training workshops in the workplace
- d) Seek opportunities to support racial justice and equity before policy decision making groups locally, regionally and nationally
- e) Develop and monitor a marketing plan to promote racial justice training options available through the organization

**OBJECTIVE #2: To establish and maintain effective programming in support of the economic empowerment of women throughout the region.**

**Person(s) Responsible: Board of Directors and Executive Director**

- a) Promote economic empowerment for women within the organization by imbedding training opportunities at all levels—Board, staff, volunteers, membership
- b) Make all programs and partnerships promoting economic empowerment for women visible through regular written communications to membership and in the region
- c) Provide workshops regularly that address money management and investment opportunities for women
- d) Collaborate with state and national policy decision making groups to address the economic issues of concern to women
- e) Explore opportunities to create and/or partner with other organizations to establish an incubator for women interested in developing small businesses

## **Goal #2**

### **To Achieve and Maintain Financial Stability**

**OBJECTIVE #1: To increase membership to 150 current members in good standing as a first phase.**

**Person(s) Responsible: Membership Committee**

- a) Create annual drive for members in region using advertising, marketing materials that explain the history and role of the YWCA in Southeastern MA and why membership is important to the work of the YWCA
- b) Annually review membership fees
- c) Track membership by classifications; new members, returning members, residents
- d) Establish protocol for recruiting and sustaining members.

**OBJECTIVE #2: To review fundraising goals annually and set a \$\$ figure that includes events for operations and programs.**

**Person(s) Responsible: Board of Directors, Executive Director, Finance Committee and Consultant**

- a) Analyze current fundraising events for cost/benefit and review annually.
- b) Develop an annual plan/calendar to achieve goal Develop the Red Dress Fashion Show & Silent Auction into a signature event that will raise a minimum of \$15,000 annually for the YWCA.
- c) Maintain consultant that will raise funds for programs, operations and the capital campaign.
- d) Create an annual giving campaign that will raise \$5,000.

**OBJECTIVE #3: To review and enhance investment portfolio and endowments regularly.**

**Person(s) Responsible: Investment Committee**

- a) Review all investments on a semi-annual basis with the assistance of an advisory committee or advisor
- b) Revisit investment philosophy policy annually.
- c) Increase YWCA endowment by reviewing endowment activities in stocks and bonds semi-annually.
- d) Initiate program and building endowment in capital campaign.

## **Goal #3:**

### **To Maintain Operating Facilities**

**OBJECTIVE #1: To complete restoration and expansion of Standish House**

**Person(s) Responsible: Board of Directors, Executive Director and Property Committee**

- a) Complete the capital campaign
- b) Develop plan for new addition
- c) Create an endowment for the maintenance of facilities

**OBJECTIVE #2: To create an ongoing maintenance/capital expense plan for current facilities**

- a) Complete needs assessment and cost/benefit analysis of Service Delivery Area
- b) Develop comprehensive plan to secure, fund and maintain Facilities
- c) Expand staff as needed

**OBJECTIVE #3: To establish and sustain a performance evaluation process for annual staff review**

- a) Design annual review process for operations staff
- b) Review and update job descriptions annually

## **Goal #4**

### **To Formulate a Governance Structure that Promotes a Strong Organization**

#### **OBJECTIVE #1: To strengthen and maintain an effective Board of Directors**

**Person(s) Responsible: Board of Directors, Executive Committee, Bylaws Committee, Personnel Committee and Nominating Committee**

- a) Review Board Operations and Policies--bylaws, board size and committee structure.
- b) Review/implement consistent board development (nominating process) strategies including board leadership and succession planning (i.e. pres-elect model), chair training
- c) Review and support Executive Director
- d) Establish/maintain operational calendar including all board and special events
- e) Develop ongoing Board development procedures
  - Review, update and maintain board manual/materials.
  - Hold annual Board Orientation.
  - Hold annual Board Retreat.
  - Identify and provide opportunities for Board development and training.
  - Use technology to disseminate information to the Board.
  - Develop and incorporate racial justice as a regular feature of all board events.
- f) Participate in YWCA regional and national trainings and events.
- g) Develop and implement a plan to engage former Board Members in YWCA committees, programs, services and activities.