

2024-2026

# STRATEGIC PLAN



ADOPTED BY YWCA GREAT LAKES BAY REGION  
BOARD OF DIRECTORS DECEMBER 2023

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# ORGANIZATIONAL VISION

## Mission Statement

YWCA Great Lakes Bay Region's mission is to eliminate racism, empower women, and promote peace, justice freedom and dignity for all.

## Vision Statement

The YWCA GLBR is the leader for social change through our programs, which dismantle racism and promote meaningful advancement for all women.

## Our Values

The YWCA GLBR exemplifies an inclusive and empathetic culture, led by an active and collaborative board and staff. Our programs and advocacy are community driven, person-centered, intentional, and have a tangible impact.

# EXECUTIVE SUMMARY

This strategic plan was written during a time of careful reflection by the YWCA GLBR Board and Staff. Once the chaos of the Covid-19 pandemic had passed, we had seen what was possible for our organization and also, what was at stake for so many women and families in our community. This document encapsulates the culmination of our efforts, a vision designed to propel us forward and meet the challenges and opportunities that lie ahead. As we move from consideration to decisive action, we are propelled by our shared dedication to eliminating racism and empowering women in the Great Lakes Bay Region.

*Moira Branigan,  
Executive Director  
December 2023*

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**1. Service & Impact:** YWCA GLBR programs are dedicated to advancing our mission of eradicating racism and empowering women.

- The staff and board of YWCA GLBR are committed to ensuring that our current programs align seamlessly with both the community's needs and our mission.
  - The YWCA GLBR will complete a community needs assessment survey within 18 months of adopting this plan, to identify ways to expand or evolve current programs.
- Staff will analyze program evaluations annually to ensure participants report meaningful growth after the completion of our programs.
  - Our goal is for the Women's Economic Empowerment Program participants to report they increased stability, hope, confidence, knowledge of resources and/or decreased reliance on public assistance within the year after graduation.
  - Our goal for InterACT participants is to report increased interest in intercultural understanding and a commitment to decreasing unconscious bias.
- The YWCA GLBR will provide the community with high quality, impactful programs.
  - Participation will remain constant or increase in each county.
  - Retention rates will be monitored with a goal of decreasing the number of women who do not finish.

**2. Financial Vitality:** The YWCA GLBR is focused on financial stability, holding ourselves to a standard of fiscal responsibility, to meet the needs of the present without compromising the future.

- Ensure our resources meet or exceed anticipated needs:
  - Meet fund development targets, control spending, and engage with new programs/events only when they are supported by grants or sponsorships.

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- Investigate traditional fund development tools like estate gifts, fundraising campaigns, along with the responsible use of our investment account, to allow us to fund operations and our organizational goals.
  - Add new donors and like-minded supporters who will attend our events and join our cause through volunteering and financial support.
    - Make appeals to past Women of Achievement honorees, invite 3 new major donors annually to our database/appeals, Staff will invite Board members to assist with our fundraising efforts on social media.
    - Develop a process to regularly evaluate member retention data.
  - Identify innovative sources for funding by:
    - Collaborating with existing partners on programs that can be funded by new federal or state sources.
    - Increase fee for service revenue annually.
  - Regularly evaluate fundraising events for: alignment with mission, attendance, financial success and ease of execution.
    - Compare data from previous years events to assess successes and potential areas for improvement.

**3. Engagement & Advocacy:** The YWCA GLBR's advocacy efforts are a part of our overall engagement strategy to increase support for an environment that will support our mission.

- Assert ourselves as the regional coordinator and leader in the area of women's issues and racial justice/anti-racism work.
  - Increased attendance at non-traditional group events or meetings annually to develop new relationships and show the YWCA is committed to making a difference in more broad community goals.
- Add to our base of support to help us accomplish our mission:
  - Identify and engage with three like-minded organizations in our Region annually, in order to reach new supporters to build awareness and momentum.
  - Increase Board and Staff attendance at community events, where we can serve as brand ambassadors promoting the YWCA GLBR.
  - Begin a robust volunteer program, so the YWCA GLBR can rely on volunteers to increase our capacity and reach.
- Increase public awareness of our organization and mission through work to:
  - Share program success stories with funders, community partners, and the community at large six times per year.

- Each year will begin with the creation of a comprehensive annual marketing and community engagement plan.
- Measure outcomes of all community engagement efforts, as we work consistently toward improvement.
  - We will track the number of 1.) new volunteers, 2.) non-board committee members, 4.) increased number of people attending ticketed events and 4.) results of graduate/partner listening sessions.

**4. Organizational Development:** The YWCA GLBR Board and Staff will be passionate ambassadors for our mission. We will ensure that the YWCA GLBR is a positive contributor to the lives of staff members, and will foster a healthy work/life balance to reduce the risk of turnover.

- Provide annual performance reviews for YWCA GLBR staff to provide a venue for employee feedback, and consider wage and benefit adjustments regularly.
  - Offer competitive base wages based on peer organization review.
- Give annual staff training opportunities and continuing education (either locally or from other sister YWCAs) to grow internal capabilities.
  - Add new technology that can support the YWCA GLBR staff and board to “work smarter, not harder.”
- Maintain formal Board of Directors orientation process for consistent and judicious orientation and invest in ongoing education for Board members.
  - Annually survey the Board of Directors and conduct a self-review evaluation.

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## YWCA GREAT LAKES BAY REGION BOARD OF DIRECTORS

Carole Calvert-Baxter - *Board Chair*  
 Melissa Whitford - *Vice Chair*  
 Rebekah Kilpatrick - *Treasurer*  
 Raquel Perez - *Secretary*  
 Beth Roszatycki - *Past Chair*  
 Kelsey Adkins  
 Margie Bach

Ivy Braden  
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 Viloshinee Murugan  
 Niki Napolitano  
 Dr. Sunita Vadakath  
 Candace Whitfield

## YWCA GREAT LAKES BAY REGION STAFF

Moira Branigan - Executive Director  
 Erica Armstrong - Program Director

**eliminating racism  
empowering women**

**ywca**

**Great Lakes Bay Region**

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