

# YWCA Greater Pittsburgh Strategic Plan Overview – Goals and Outcomes

## Mission

We strengthen our community by creating and advancing opportunities for all women to seek equality and self-sufficiency.

## Vision

The YWCA Greater Pittsburgh is dedicated to eliminating racism, empowering women, and promoting peace, justice, freedom, and dignity for all.

## Values

**Respect** – We value all people and treat them with dignity  
**Inclusivity** – We elicit, support, encourage, and advocate for the voices that are not heard  
**Empathy** – We respond to all interactions with caring  
**Integrity** – Our decisions are guided by honesty  
**Responsiveness** – We find proactive solutions to our clients' and the community's needs through careful research and listening  
**Innovation** – We strategically identify and embrace novel solutions to the needs of our clients and the community  
**Collaboration** – We leverage the resources of the broader community by fostering strategic, mutually beneficial collaborations with organizations whose missions, visions, and values support and are supported by ours

### 1. Programs & Services – to transform what we do to strategically identify and fulfill the needs of women and girls at all stages of life.

Goals	Outcomes
1.1. Advance diversity and inclusion in the region so that race is no longer a barrier to achievement	<ul style="list-style-type: none"> <li>A management-level advocacy staff member is hired.</li> <li>A repository of research &amp; data regarding race and gender is developed for our use and to provide advocacy information to other agencies.</li> <li>YWCA Advocate convenes and participates regularly in local programs in support of our mission.</li> <li>An annual self-assessment for performance in diversity standards in business practices is implemented by the Association.</li> <li>The diversity self-assessment performance model is shared with other organizations.</li> <li>The YWCA is identified and solicited as a resource for race and gender-related issues.</li> </ul>
1.2. Provide opportunities to promote youth development and life-long learning	<ul style="list-style-type: none"> <li>YWCA provides STEM programs at 20 sites for middle &amp; high school girls.</li> <li>Data regarding performance in YWCA STEM program is available for long-term research on girls in STEM disciplines.</li> <li>YWCA is a locally recognized provider and referral source for teen gender specific programming.</li> <li>35 childcare registered operators have been trained in childcare business practices to improve their business operations.</li> <li>Increased number of licensed child care providers meeting or exceeding the standard for quality, safe and affordable child care.</li> <li>40% of licensed child care providers meet or exceed the standard for quality, safe and affordable child care, achieving a STAR 2 rating or higher.</li> </ul>
1.3. YWCA becomes a strong partner in providing training, support and tools that enable women to become economically self-sufficient.	<ul style="list-style-type: none"> <li>A comprehensive network provides access to financial management skills for women of all ages, including senior women, mid-career women, and low-income women.</li> <li>YWCA is providing access to low-income families for subsidized, quality childcare.</li> <li>The YWCA continues to earn revenue from these renewed contracts.</li> <li>The YWCA has a strategic plan for our housing programs.</li> <li>The Association has an active advocate working with partners in the community to improve access for women to service and opportunities.</li> <li>A repository of research &amp; data regarding race and gender is developed for our use and to provide advocacy information to other agencies.</li> </ul>
1.4. Engage mid-career women by providing leadership opportunities	<ul style="list-style-type: none"> <li>Mid-career women participate in YWCA training &amp; networking programs.</li> </ul>
1.5. Provide opportunities for senior women to engage in our programs and activities	<ul style="list-style-type: none"> <li>Informational sessions for senior women are offered in 4 sessions per year.</li> </ul>

### 2. Institutional Advancement – to ensure that we have the resources to achieve our vision.

Goals	Outcomes
2.1. Develop an external communications and outreach strategy to increase awareness and recognition of the YWCA	<ul style="list-style-type: none"> <li>YWCA is known for a clear, relevant platform on women's and racial diversity issues.</li> </ul>
2.2. Develop an annual fund process	<ul style="list-style-type: none"> <li>Contributions to the annual fund have increased by at least 50%.</li> <li>The endowment receives annual contributions.</li> </ul>
2.3. Develop a strategy for major gifts and planned giving	<ul style="list-style-type: none"> <li>The YWCA has received major gifts.</li> <li>Identify new potential corporate and foundation funders, both local and beyond.</li> <li>Target 10% of major gift donors to become planned giving prospects.</li> </ul>

### 3. Internal Ops. & Finance – to prudently manage operations by promoting accountability, efficient services and sound financial decision making.

Goals	Outcomes
3.1. Ensure equitable access in our business processes.	<ul style="list-style-type: none"> <li>Functional business goals ensuring diversity values are embedded in diversity self-assessment tool.</li> <li>Completed education sessions held with constituents; documented outreach and advertising to increase by 30% MWDBE.</li> <li>Customer service surveys have at least 80% positive satisfaction results.</li> <li>Every employee knows the Association values and expectations.</li> </ul>
3.2. Implement a process improvement initiative across all operations to identify and increase efficiencies	<ul style="list-style-type: none"> <li>Increased customer value as measured by performance against the standard.</li> <li>Systems assessed against performance matrix.</li> <li>Upgraded Telecommunications system with a total turn-key IP-PBX voice telephone system and sub-systems.</li> <li>Standardized process improvement system is identified.</li> <li>Programs evaluated; some programs and services eliminated; some new programs and services planned.</li> </ul>
3.3. Create and maintain a physical environment that is conducive to delivering our mission and achieving our vision	<ul style="list-style-type: none"> <li>10 Facility Audits completed.</li> <li>Leed Certification achieved.</li> <li>Vendor agreements are in place.</li> <li>Response time for work orders is decreased.</li> </ul>
3.4. Optimize our real estate asset mix	<ul style="list-style-type: none"> <li>Decision on facility use or disposition decision is made for each facility, excluding the North Hills.</li> <li>Determine valuation.</li> <li>Develop alternative options.</li> <li>Submit recommendations to the Board.</li> <li>Franchise opened operational.</li> <li>The new strategic plan for housing incorporates capital investment. (Coincident with 1.3)</li> </ul>
3.5. Increase resources for financial growth and stability	<ul style="list-style-type: none"> <li>Annual operating budget developed.</li> <li>Financial performance indicators and ratios have improved.</li> <li>Unqualified opinions are rendered by external auditors.</li> <li>Annual investment performance exceeds benchmarks.</li> <li>10% annual growth reserve with 30% by June 2013.</li> <li>Franchise opportunity implemented June 2010.</li> <li>Technology &amp; Conference Centers are operational.</li> </ul>

### 4. Human Capital – to ensure that our workforce is diverse, developed and high performing.

Goals	Outcomes
4.1. Create a culture that encourages employee engagement	<ul style="list-style-type: none"> <li>80% of employees indicate that they YWCA has an environment where they feel valued and engaged.</li> </ul>
4.2. Develop and utilize a competency-based model for training and development, performance management, career development	<ul style="list-style-type: none"> <li>All YW Positions have unique and broad competencies and behaviors identified.</li> <li>Common location for all employee development information, Ease of access to learning and PD information.</li> </ul>
4.3. Create an expectation of accountability for every employee by aligning performance with strategic plan	<ul style="list-style-type: none"> <li>All staff informed and understand strategic vision.</li> </ul>

# YWCA Greater Pittsburgh

## Strategic Plan Overview – Objectives, Dates, and Champions

**1. Programs & Services** – to transform what we do to strategically identify and fulfill the needs of women and girls at all stages of life.

<b>1.1. Advance diversity and inclusion in the region so that race is no longer a barrier to achievement.</b>		
1.1.1. Establish advocacy presence to address race-related barriers (coincident with 1.3.4) • Establish a management-level advocacy staff position to champion this goal and hire an advocate • Identify and prioritize racial and gender barriers • Develop database for race and gender-related statistics	2/2010  6/2010 12/2010	CEO  Advocate Advocate
1.1.2. Create business model that promotes workforce diversity and share it • Identify racial & gender barriers (e.g. workforce, education, public safety, business development, healthcare) in our environment in this region • Develop standards for business practices which value diversity • Create a diversity self-assessment model to evaluate the Association's performance annually • Validate the effectiveness and efficiency of the business model	12/2010	CEO & Advocate
1.1.3. Initiate campaign to champion race equity rights in collaboration with a strong partners network. • Create a comprehensive unified agenda on issues of race equity.	6/2011	Advocate & VP-Programs
<b>1.2. Provide opportunities to promote youth development and life-long learning</b>		
1.2.1. Increase opportunities for young women to participate in STEM programming (science, technology, engineering & math) • Expand STEM programs and sites; 10 sites by 12/2010, 15 by 12/2011; 20 by 12/2012 • Conduct post-participation survey to track outcomes (e.g. improve grades in science/math high school courses; HS graduation; college entry)	12/2012	VP-Programs & Director of Teen Institute
1.2.2. Create leadership development for teen girls ages 13 – 15 • Initial YW Leads Empowerment Program for middle & high school girls is provided. • Multiple site footprint serving teen girls in leadership development.	6/2010 12/2011	VP-Programs & Director of Teen Institute
1.2.3. Establish micro-enterprise training model for child care providers • Develop childcare business development curriculum for registered childcare operators • Train 15 childcare providers per year (becoming the recognized childcare development trainer in the Greater Pittsburgh area)	12/2010 15-2010, 20- 2011, 25-2012, 30-2013, 35- 2014	VP-CCIS & VP-Programs
1.2.4. 30% of licensed childcare providers enrolled in STARS under our administration achieve STAR 2 or higher rating • Enroll licensed practitioners • Train practitioners the "business" of early child care • Provide credentialing & college credit • Provide health and safety professional development offerings	6/30/2013	VP-CCSP
1.2.5. 40% of licensed childcare providers enrolled in STARS under our administration achieve STAR 2 or higher rating • Enroll additional licensed practitioners • Train practitioners the "business" of early child care • Provide credentialing & college credit • Provide childcare enrichment programming	6/30/2014	VP-CCSP
<b>1.3. YWCA becomes a strong partner in providing training, support and tools that enable women to become economically self-sufficient.</b>		
1.3.1. Increase financial management skills to improve personal finances of 500 women each year for specific age groups. • Develop targeted Financial Management Training for age cohorts, including pre- and post-knowledge assessments • Develop broad community partners and provide network for services information and mobilization. • Training & referrals support life transitions, including estate planning and financial advice for "sandwich generation" cohorts.	12/2012 100 – 12/2010 200 – 12/2011 300 – 12/2012 400 – 12/2013 500 – 12/2014	VP-Programs
1.3.2. Successfully bid for the continuation of the Pennsylvania DPW-OCDEL child care grants: • Allegheny County CCIS's (Allegheny County) • Southwest Regional Keys (Allegheny and 4 surrounding counties) • Children, Youth and Families (Allegheny County)	CCIS's 2011-12 SWRK 2010-11 CYF 2010-11	VP-CCIS
1.3.3. Assess our impact on housing services • Evaluate the scattered site model for WISH and Bridge Housing for effectiveness and efficiency of operation • Re-establish the YW Homes Advisory Board • Develop strategic plan for expansion or revision of housing programs & operations	12/2011  6/2010 12/2011	VP-Prog.& Housing Director
1.3.4. Establish an advocacy position to address gender-related barriers (coincident with 1.1.1) • Establish an advocacy presence to address gender related issues • Establish an advocacy platform to champion gender equity rights.	2/2010 12/2010	CEO Advocate

<b>1.4. Engage mid-career women by providing leadership opportunities</b>		
1.4.1. Offer career development training programs, networking opportunities and leadership opportunities for Mid-Career women: • Career development training, 1 session /2010, 2/2011, 4/2013, 2/2014 • Networking opportunities, 1/2010, 2/2011, 2/2012, 2/2013, 2/2014	6/30/2014	VP— Programs & Leadership Council
<b>1.5. Provide opportunities for senior women to engage in our programs and activities</b>		
1.5.1. Offer informational, networking or engagement opportunities to engage and enrich lives of senior women 1/2010, 2/2011, 4/2013, 4/2014	6/30/2014	Senior Leadership

**Mission**

We strengthen our community by creating and advancing opportunities for all women to seek equality and self-sufficiency.

**Vision**

The YWCA Greater Pittsburgh is dedicated to eliminating racism, empowering women, and promoting peace, justice, freedom, and dignity for all.

**2. Institutional Advancement** – to ensure that we have the resources to achieve our vision.

<b>2.1. Develop an external communications and outreach strategy to increase awareness and recognition of the YWCA</b>		
2.1.1. Create a comprehensive marketing and communications strategy • YWCA branding is used in all communications throughout the organization. • Develop and articulate key messages based on vision and mission statements that appeal to targeted audiences. • Establish relationships with key stakeholders. • Identify most appropriate media to disseminate key messages to target market segments. • Develop marketing strategy that articulates target audiences, size, market share, messaging strategy, and value propositions for the strategy.	6/2010	VP Com. and Marketing
<b>2.2. Develop an annual fund process</b>		
2.2.1. Develop an annual fund plan • Increase annual fund to 50% by 6/30/12. • Conduct a special annual appeal to raise funds for the endowment.	10% - 2010 20% - 2011 30% - 2012 40% - 2013 50% - 2014 12/2011	Director of Com. and Marketing
<b>2.3. Develop a strategy for major gifts and planned giving</b>		
2.3.1. Coordinate with Board members to help identify, cultivate, and solicit major gifts.	6/30/12	VP Development & Board Development Committee
2.3.2. Increase corporate and foundation development and relationship management	6/30/10	VP Com. and Marketing
2.3.3. Create a planned giving program	6/30/14 (5 yr plan)	VP Com. and Marketing

**3. Internal Ops. & Finance** – to prudently manage operations by promoting accountability, efficient services and sound financial decision making.

<b>3.1. Ensure equitable access in our business processes.</b>		
3.1.1. Translate Senior Leadership endorsement of the imperative by ensuring diversity values are embedded into functional business goals.	12/2010	CEO
3.1.2. Continue to expand work with Leadership Council and Financial Services staff regarding vendor relationships with MWDBE and emerging business owners to enhance competition for YW purchasing and contracts.	20% 2011 25% 2013 30% 2015	Compliance M
3.1.3. Provide good customer service and courtesy to all customers by achieving 80% customer satisfaction on customer survey	6/2011	Leadership Council
3.1.4. Ensure that statement of values is shared with all new employees as part of the on-boarding process.	12/2010	HR
3.1.5. Translate Senior Leadership endorsement of the imperative by ensuring diversity values are embedded into functional business goals.	12/2010	CEO
<b>3.2. Implement a process improvement initiative across all operations to identify and increase efficiencies</b>		
3.2.1. Determine a standard for customer value and how each departmental activity enhances the customer value.	1/2011	Sr. Leadership
3.2.2. Assess each major system to determine if each step is valuable, adequate, flexible, and innovative.	1/2011	Leadership Council
3.2.3. Enhance telecommunications through a flexible platform for VoIP convergence.	4/2010	MIS Manager
3.2.4. Investigate the benefit of a standardized process improvement system (i.e. lean, six sigma)	12/2010	CFO
3.2.5. Evaluate the efficacy of programs to make determinations on where and when to add, amend, or delete programs and services	6/2010	Senior Leadership
<b>3.3. Create and maintain a physical environment that is conducive to delivering our mission and achieving our vision</b>		
3.3.1. Review and modify facility management plan by conducting at least 10 facility audits annually.	12/2010	Building Services Director
3.3.2. Obtain LEED Certification at downtown site and pursue at other sites	12/2012	Green Team
3.3.3. Establish performance standards through custodial and maintenance vendor agreements and memorandum that increases customer value.	6/2010	Building Services Director
3.3.4. Improve work order request system through automation resulting in improved response time for customer / department requests.	3/2010	Building Services Director
<b>3.4. Optimize our real estate asset mix</b>		
3.4.1. Develop action plan for each facility that aligns with mission, vision, and programmatic use (Wood Street, Homewood Brushton, Housing Units)	12/2009	CEO
3.4.2. Make a decision on the disposition of the North Hills facility	12/2009	CEO & Board
3.4.3. Capitalize on food franchise opportunity at Wood Street (note: synergy with financial mix)	6/2010	CEO & CFO
3.4.4. Conduct a study to determine the desirability and feasibility of capital investments for the housing programs	12/2011	CFO & VP Programs & Svcs.
<b>3.5. Increase resources for financial growth and stability</b>		
3.5.1. Develop an Association-wide, multi-year financial plan that assures long-term financial strength for all programs.	February 2010	Dir. of Fin. Svcs. Compliance Mgr.
3.5.2. Engage in systematic long-term investments that outperform the relative asset class benchmark	Ongoing	CFO
3.5.3. Build a YWCA financial reserve and increase by 10% annually.	June 2013	CFO
3.5.4. Identify and implement 5 earned income opportunities. • Restaurant franchise is developed and open. • Technology Center at Wood Street is open with state-of-art computers and conferencing center and can be rented.	January 2013 6/2010 6/2012	CFO

**4. Human Capital** – to ensure that our workforce is diverse, developed and high performing.

<b>4.1. Create a culture that encourages employee engagement</b>		
• Employees are recognized for meeting standards for excellence • Created Annual employee opinion survey • Employees are positively reinforced and/or rewarded for exceptional performance	Ongoing Annual Employee Meeting- Nov.	Senior Leadership
<b>4.2. Develop and utilize a competency-based model for training and development, performance management, and career development</b>		
• Build a competency model to be used as a framework for organizational training and development. • Develop supervisory training program to improve service quality and employee attraction and retention	10% of employees by 12/2010 30% -- 2011 50% -- 2012 75% -- 2013 100% -- 2014	HR  CFO
<b>4.3. Create an expectation of accountability for every employee by aligning performance with strategic plan</b>		
• Roll-out by providing education and training to supervisors and staff. • All staff have knowledge of new appraisal process.	2/2012	CEO and Leadership Team