

3-YEAR STRATEGIC PLAN

July 1, 2013 to June 30, 2016

STRATEGIC AREA	CONTINUUM	OBJECTIVE	STRATEGIES
DOMESTIC VIOLENCE	HOUSING & EMPLOYMENT	To be the premier DV provider supporting our clients in their quest for personal and financial independence.	<ol style="list-style-type: none"> 1. Continuously monitor our performance data to inform our service delivery. 2. Develop preferred employment relationships with local employers. 3. Strengthen relationships to community resources for our clients. 4. Grow our scattered lease program and explore additional property ownership. 5. Expand service delivery to non-shelter clients.
FAMILY LITERACY	EDUCATION	Be a leading family literacy center in Middle Tennessee	<ol style="list-style-type: none"> 1. Create the program structure. 2. Identify and engage appropriate partners. 3. Market the program to recruit clients to participate. 4. By 2nd year offer services at other community locations.
GIRLS, INC.	PREVENTION	Grow Girls Inc. into a self-funded program	<ol style="list-style-type: none"> 1. Market program to private schools for payment of service. 2. Develop a fee based summer camp. 3. Explore new individual and corporate sponsorship of Girls Inc. locally. 4. Continue to cultivate relationships with public school systems.
DRESS FOR SUCCESS	EMPLOYMENT	To provide low income women with the necessary tools, professional apparel, and access to a network of resources to achieve self-sufficiency	<ol style="list-style-type: none"> 1. Obtain funding to support rent and operations for 2 years. 2. Develop system of referral partners/market program. 3. Grow to suit 400 women per year. 4. Develop Professional Women's Group 5. Build retail entity to off-set year 3 expenses.
ADVOCACY & OUTREACH	PREVENTION	Become a voice for all women in Middle Tennessee related to violence prevention and social justice	<ol style="list-style-type: none"> 1. Maximize the use of a paid lobbyist. 2. Develop core issues and the appropriate strategies for advocacy. 3. Facilitate legal resources for our clients. 4. Position ourselves as the "go to" organization for domestic violence issues.
ENGAGING MEN	PREVENTION	Reduce violence against women by engaging men and boys	<ol style="list-style-type: none"> 1. Identify or develop an evidence-based curriculum. 2. Target schools, universities, and places of worship to "train the trainer" to deliver education to boys and men. 3. Create a coalition with other not-for-profits who share this space in order to ensure a community-wide effort. 4. Develop and implement a public awareness campaign. 5. Continue to engage men in the YWCA as equal and important partners.

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DEVELOPMENT	FOUNDATIONAL	Launch individual gifts campaign	<ol style="list-style-type: none"> 1. Segment Individual Donor database and develop cultivation/ solicitation plan to increase avg. gift within each segment. 2. Develop education/ awareness plan for planned giving. 3. Develop plan to increase new individual donor base.
SELF-FUNDING	FOUNDATIONAL	Create a business that produces revenue that offsets government funding (\$1m/year)	<ol style="list-style-type: none"> 1. Develop a process to continually vet new opportunities. 2. Build a team of vetters. 3. Select and implement an idea.
HUMAN RESOURCES	FOUNDATIONAL	Build HR Infrastructure to support YWCA	<ol style="list-style-type: none"> 1. Document redesign and automate key processes. 2. Develop talent management retention strategies.