YWCA GLENDALE

2018-2023

STRATEGIC PLAN

PREPARED AND PRESENTED BY
ENVISION CONSULTING
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"Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it’s the only thing that ever has."

-Margaret Mead

IN OUR NEARLY 95 YEAR HISTORY, YWCA GLENDALE HAS GROWN TO MEET THE CHANGING NEEDS OF WOMEN IN OUR COMMUNITY.

We have developed to become a leading domestic violence service provider in Los Angeles County, touching the lives of nearly 5,000 people each year through emergency safe haven, housing services, long-term supportive services, therapy, legal services, hotline counseling, and community education and advocacy.

Our new strategic plan aims to fill critical gaps in the community’s response to domestic violence, strengthen and deepen our impact as an organization that has experienced positive growth in recent years, enhance our programs’ focus on empowering girls, and invest in essential infrastructure and facilities improvement.

The goals laid out in this plan will allow YWCA Glendale to further its mission and deepen our impact. We will continue to value the history and longevity of our organization and commit to our sustainability and growth through all forms of education, community involvement, and fiscal prudence.

We will also begin define our role in advancing policy advocacy at the local, state and national level and enhance our capacity to contribute to our diverse community that supports a culture well-being and racial equality.

The strength of our contribution to this community is a result of the talent and dedication of our board, staff and volunteers. We embrace Glendale’s distinctive culture and the diverse needs of our community.

We are passionate about serving. I look forward to moving us into a new era dedicated not only to our own services and advocacy but to creating partnerships with other agencies and with supporters like you.

We hope that you will partner with us is to create real change!

In partnership,

Tara Peterson | Executive Director
HISTORY

YWCA Glendale, a member of YWCA USA, was founded in 1926 to promote health and wellness among Glendale’s women and girls. Over the past 92 years, we have provided emergency relief, housing, summer camps, community center space and more to women, girls and families. Since 1940, our primary facility has been at 735 East Lexington Drive in Glendale. In 1979, we opened the Sunrise Village emergency shelter for families in crisis due to domestic violence. Since that time, we have expanded and enhanced our programs and services to prevent and address domestic violence.
## SWOT Analysis

### Situation Overview

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### Opportunities

- Closing pool at Lexington provides new space
- YWCA Glendale was approached by affordable housing developers in 2015
- YWCA Glendale as a leading voice and advocate on domestic violence and women’s rights
- Domestic violence prevention programs
- More directly engage with YWCA USA’s mission to eliminate racism
- More extensive partnerships with like-minded nonprofits

### Threats

- Government funding cuts
- Staff turnover
EXTERNAL LANDSCAPE: ISSUES

YWCA Glendale recognizes that domestic violence is a widespread issue. Fully addressing and preventing domestic violence requires attention to all aspects of self-sufficiency and cultural attitudes and beliefs, as well as policy and systems change.

In the U.S., one in three women have been victims of some form of physical violence by an intimate partner within their lifetime (The National Intimate Partner and Sexual Violence Survey 2010). In addition, one in 15 children are exposed to intimate partner violence each year (National Survey of Children’s Exposure to Violence 2011). From 2014-2016, there was a 24% increase in domestic violence related calls for assistance to the Glendale Police Department (Glendale Police Department). Nationwide, 84% of domestic violence shelter participants reported they need help finding affordable, permanent housing (National Institute of Justice 2008). In Los Angeles, 32% of homeless individuals surveyed had experienced domestic or intimate partner violence (2018 Greater Los Angeles Homeless Count – City of Los Angeles data).
SITUATION OVERVIEW

EXTERNAL LANDSCAPE: PLAYERS

YWCA Glendale is the only domestic violence emergency shelter in Glendale and the only organization in Glendale providing other intervention services specifically for domestic violence survivors.

There are other organizations in Glendale and the surrounding areas, such as Ascencia, Door of Hope and Family Promise of the Verdugos, that offer homeless shelters (primarily emergency with more limited transitional) and services for individuals and families experiencing homelessness. However, many women experiencing domestic violence have safety and security concerns about taking their families to a homeless shelter.

There are some organizations in the area involved with domestic violence prevention and advocacy, such as Peace Over Violence. In our strategic planning interviews, nonprofit organizations noted a need and demand for additional domestic violence education and prevention programs in Glendale, Burbank, Northeast Los Angeles and San Fernando Valley, particularly with service providers, law enforcement, faith communities and youth. Local peer agencies and other YWCA local associations also expressed support for YWCA Glendale to be more of a voice for domestic violence in policy and media advocacy.

In addition, there are other nonprofit organizations that specialize in services such as legal and employment that are critical for domestic violence survivors to achieve self-sufficiency. Through our interviews, we established that YWCA Glendale has a very strong reputation in Los Angeles, and other nonprofit organizations are open to more formal partnerships as a way of providing more extensive services for our clients.

In the area of permanent, affordable housing, there are a number of players, but a significant lack of overall supply to meet the need. The City of Glendale is actively seeking affordable housing development opportunities with existing or new players.
WHO WE SERVE:
PROGRAM PARTICIPANTS

YWCA Glendale currently serves victims of domestic violence and their children. Through prevention and community programs, YWCA Glendale also serves individuals at risk of being victims of domestic violence.

Our program participants in our domestic violence program overall (including shelter, case management, legal services, counseling, etc.) were:

- **65%** Hispanic or Latino
- **24%** White
- **7%** Black or African American
- **<1%** Asian
- **<1%** American Indian / Alaska Native
- **0%** Native Hawaiian / Other Pacific Islander
- **2%** Other

**Gender Distribution:**
- **40%** Women
- **60%** Children
- **<1%** Men
WHO WE SERVE: 
PROGRAM PARTICIPANTS

During the time period of July-September 2017, which is a good representative snapshot of our current census, our residents in our emergency shelter were:

- **100%** Female
- **50%** Households with children
- **79%** Minorities, including 43% African American
- **93%** Extremely low income
- **100%** Very low income
YWCA USA’s domestic violence intervention and prevention programs align with YWCA USA’s platforms of Empowerment and Economic Advancement of Women & Girls and Health & Safety of Women & Girls. It also supports the platform of Racial Justice & Civil Rights because the majority of our clients are women of color, and we approach all of our programs and services through the lens of racial equity as a guiding philosophy and practice.

YWCA USA also uses a Continuum of Response, which addresses the needs of women and girls via direct services in tandem with strategies of community issue education and public policy advocacy.

YWCA USA defines our Continuum of Response to social justice as:

1. A multipronged or holistic response to addressing social injustices.

2. A belief that social transformation requires a spectrum of responses from meeting immediate needs (via direct service provision) to transforming institutional and structural policies and practices (via public policy advocacy).
WHAT WE DO
PROGRAMS & SERVICES

YWCA Glendale provides resources and support to survivors of domestic violence and their children, and through education and prevention efforts we empower women, girls and families to build healthy relationships, achieve self-sufficiency, and live free from violence.

Our current programs and services include:

- Emergency housing (up to 45 days) for domestic violence survivors and their children
- Case management, legal services, childcare, basic needs (food, clothing, etc.), housing navigation and homelessness prevention, counseling, support groups and classes for domestic violence survivors
- Domestic violence education, prevention and outreach
- Short-term and long-term rental space at Lexington facility for nonprofit partners providing community services
- Policy and media advocacy for women’s rights
- Recreational programs for youth development and girls empowerment program

Through this five-year strategic plan, YWCA Glendale affirms all of our existing programs and services. We will also enhance our domestic violence prevention activities; maximize our emergency shelter capacity (16 beds); build partnerships to strengthen support for our clients; expand our housing navigation program; and define and elevate our role in advocacy.

We recognize that permanent, affordable housing is a significant challenge for our clients. In 2017, the average length of stay in our emergency shelter was 70 days, and the barrier to leaving earlier was a lack of availability of permanent or transitional housing. During the July - September 2017 timeframe, only 14% of our emergency shelter participants were able to move into permanent housing; 43% moved in with family or friends; and 21% moved into transitional housing. In the next five years, YWCA Glendale will stay abreast of the housing situation and seek opportunities to connect clients with permanent, affordable places to live.
HOW WE OPERATE

STAFFING

YWCA Glendale currently has 28 staff (21 full time and seven part time) and six MSW and MFT interns, including nine in administration and facilities; 18 in Domestic Violence Service Center; and seven at Sunrise Village Shelter. Significant recruitment efforts in recent years have yielded a team that is generally regarded by staff and Board leadership as talented and high performing. In the years ahead, leadership recognizes the importance of focusing on staff retention and continuing to review staffing structure to ensure it supports overall organizational goals.

BOARD OF DIRECTORS

YWCA Glendale currently has 13 members of the Board of Directors. With five Directors joining in the past year, we recognize the need for ongoing board development, as well as continuing to implement best practices in governance. Board recruiting is always a priority, particularly for candidates that represent the diverse communities we serve and those who can make strategic connections that advance our mission.
HOW WE OPERATE

FACILITIES

We own and operate two facilities in Glendale: the Sunrise Village Emergency Shelter at a confidential location and our main office at 735 East Lexington Drive.

To achieve our maximum capacity of 16 beds at the shelter, YWCA Glendale is currently seeking and using corporate financial and in-kind donations, as well as Community Development Block Grant funds from the City of Glendale, to upgrade the facility.

The facilities at 735 East Lexington Drive (44,000 square feet on nearly one acre of land) require extensive upgrades and improvements for security and safety, building code compliance and to fully utilize the space.

The building was appraised “as is” at $4.5 million in 2013. Repairs and improvements to bring the property in compliance with building codes were estimated at $1 - $1.5 million in 2014. Basic building maintenance is prioritized and completed based on urgency and available funds. The pool was permanently closed in 2017 due to maintenance costs and diminished use and revenue, and that area cannot be used unless the pool is removed and the space renovated.

Over the past 15 years, the Board of Directors has considered a number of possible options for the building, including a school, expanded gym facilities and affordable housing. However, recurring barriers have included: conclusion by a past Board that a capital campaign for building renovations was not feasible at that time; leadership transitions; lack of parking at site; and lack of information about affordable housing development.

Through this five-year strategic plan, YWCA Glendale has decided to explore development opportunities for the Lexington facility that will leverage our asset, advance our mission and sustain our organization. If development opportunities are not favorable or do not succeed, we will explore alternative options.
FUNDING

YWCA Glendale operates with a mix of public funding, private funding and earned income. Fund development is supported is by the Executive Director, Associate Director and Board of Directors.

2017

- Earned Income: 2%
- Investments: 17%
- Private: 20%
- Government: 61%

WHERE WE OPERATE

YWCA Glendale serves individuals from across Los Angeles County, particularly through the emergency shelter and domestic violence program. Domestic violence prevention and community outreach services are currently more focused on the Glendale area.

We recognize the opportunity for YWCA Glendale to increase our capacity to meet the need for domestic violence intervention services in Glendale and surrounding areas, such as Burbank where there are no domestic violence shelters. Gaps in domestic violence prevention programs in Burbank, San Fernando Valley and Northeast Los Angeles could be opportunities for YWCA Glendale in the coming years. Multiple stakeholders in our research emphasized YWCA Glendale should cultivate donors and recruit Board members from beyond Glendale if our intention is to serve women and families in a broader geographic area.

We recognize the importance of unrestricted, private funding to mitigate risks of government funding, invest in capacity building and infrastructure development, and build operating reserves. Over the next five years, YWCA Glendale will prioritize strategies to enhance these revenue streams and invest in this capacity with both Board and staff.
WHY IT MATTERS

In a facilitated discussion during the strategic planning process, the Board of Directors described the impact of YWCA Glendale as empowering women and children, saving lives, ending the cycle of violence, strengthening families, encouraging healthy relationships, and building communities.

The following metrics outline the programs and services delivered by YWCA Glendale each year:

"YWCA Glendale has truly helped me with my situation. At first when I began classes, I was still not wanting to accept my situation. I believed that domestic violence was only physical. Through the classes I learned it was more than that. It’s verbal, emotional, and financial too. YWCA has provided assistance for my children as well. My son and I received therapy, and that helped us to get out what we were feeling and make our life better. I can now say I’m stronger than before and can continue working to give my kids a better life."

- YWCA Shelter Resident

OUR IMPACT

- 3,200 NIGHTS OF SHELTER
- 700 GROUP COUNSELING SESSIONS
- 100 CLIENTS RECEIVED LEGAL ASSISTANCE
- 525 CASE MANAGEMENT SERVICES
- 700 REACHED VIA EDUCATION/OUTREACH
- 150 INDIV / FAMILIES HOUSED
- 1,000 HOTLINE CALLS RECEIVED
- 600 INDIVIDUAL COUNSELING SESSIONS
By 2023, YWCA Glendale will have appropriate facilities, infrastructure and revenue to advance our mission and sustain our operations. We will strengthen our full spectrum of programs and services to support survivors of domestic violence and promote the safety, health, and well-being of women, girls and families.

GOAL 1. Enhance operational effectiveness and efficiency of staffing, facilities and systems.

**STRATEGY A**
Protect our facilities for long-term use and investment by addressing near-term maintenance and safety improvements.

**STRATEGY B**
Develop and execute a staffing and infrastructure plan to support goals.

**STRATEGY C**
Attract and retain qualified employees with competitive wages, group benefits, professional training, job mobility and employee recognition.

**STRATEGY D**
Implement best practices in nonprofit board of directors structure, roles and systems.
GOALS AND STRATEGIES

GOAL 2. Strengthen our financial vitality to achieve our goals and create new revenue generation opportunities to advance our mission.

STRATEGY A
ENHANCE OUR FINANCIAL FORECASTING CAPABILITIES TO BETTER IDENTIFY TRENDS AND ADJUST OUR PLAN AS NEEDED.

STRATEGY B
BUILD FUNDRAISING CAPACITY TO INCREASE UNRESTRICTED FUNDING.

STRATEGY C
INCREASE AND DIVERSIFY REVENUE SOURCES TO ACHIEVE A GREATER BALANCE OF CONTRIBUTED AND EARNED INCOME.

STRATEGY D
DEVELOP AND MAINTAIN ADEQUATE OPERATING RESERVES FOR FINANCIAL SUSTAINABILITY.

STRATEGY E
IN PARTNERSHIP WITH BOARD, EXPLORE OPPORTUNITIES TO DEVELOP LEXINGTON AVE. FACILITY TO ADVANCE OUR MISSION AND STRENGTHEN OUR ORGANIZATION.
GOALS AND STRATEGIES

GOAL 3. Ensure the quality of DV intervention and prevention programs and increase existing resources to address needs of women, children and families seeking to achieve self-sufficiency and a life free from violence.

STRATEGY A
DEVELOP AND STRENGTHEN STRATEGIC PARTNERSHIPS TO EXPAND OUR CAPACITY IN KEY AREAS (E.G. LEGAL, EMPLOYMENT, EDUCATION AND PREVENTION, HOUSING, SEXUAL ASSAULT AND TRAFFICKING VICTIMS).

STRATEGY B
ACHIEVE MAXIMUM CAPACITY OF 16 BEDS AT SHELTER AND BE OPEN TO NEW OPPORTUNITIES FOR EMERGENCY OR TRANSITIONAL HOUSING.

STRATEGY C
EXPAND DV PREVENTION PROGRAMS TO SHIFT CULTURAL BELIEFS AND ATTITUDES.

STRATEGY D
BUILD DV PROGRAM INFRASTRUCTURE, RESOURCES AND CAPACITY TO ENHANCE QUALITY AND EXPAND REACH OF SERVICES.

STRATEGY E
DEVELOP CLEAR AND EFFECTIVE CLIENT SERVICE DELIVERY MODEL.
**GOALS AND STRATEGIES**

**GOAL 4.** Be part of the solution for permanent, affordable housing for survivors of domestic violence in our community.

**STRATEGY A**
Expand and enhance our existing housing navigation program to connect our clients with housing options.

**STRATEGY B**
Participate in policy advocacy on affordable housing issues in Glendale, LA County and California through coalitions.
GOALS AND STRATEGIES

GOAL 5. Define and elevate YWCA Glendale’s role in community action and public policy that advances economic security, promotes equality and human rights and improves safety and wellness for women, children and families.

STRATEGY A
DEVELOP A SHARED UNDERSTANDING OF YWCA GLENDALE’S ROLE IN PUBLIC POLICY AND CREATE GUIDELINES, PRINCIPLES AND PROCESS FOR CONSIDERING POLICY MATTERS AND TAKING ACTION.

STRATEGY B
DESIGN AND IMPLEMENT A POLICY ADVOCACY AGENDA, PARTICIPATE IN ADVOCACY INITIATIVES, AND TRAIN KEY STAKEHOLDERS.

STRATEGY C
ADDRESS COMMUNITY TRENDS AFFECTING WOMEN, CHILDREN AND FAMILIES IN GLENDALE AND BEYOND (I.E. NORTHEAST LOS ANGELES AND SAN FERNANDO VALLEY).

STRATEGY D
PROMOTE RACIAL AND ETHNIC EQUITY THROUGH PARTNERSHIPS, EXISTING PROGRAMS OR NEW PROGRAMS, SERVICES OR ADVOCACY OPPORTUNITIES.

STRATEGY E
REINFORCE OUR BRAND IDENTITY AS AN ADVOCACY ORGANIZATION AND DEVELOP STRATEGIC MESSAGING TO ENGAGE NEW STAKEHOLDERS.

STRATEGY F
BECOME A CONVENER AND STRONG PARTNER IN PROVIDING EMPOWERMENT TRAINING AND NETWORKING OPPORTUNITIES THAT MOBILIZE AND ENGAGE WOMEN SEEKING PROFESSIONAL GROWTH AND DEVELOPMENT.
APPENDIX
STRATEGIC PLANNING PROCESS AND IMPLEMENTATION

YWCA Glendale followed a structured strategic planning process, which was facilitated by Envision Consulting:

1. Survey of Board of Directors and staff to start SWOT and gauge perspective on 5-year vision, goals and priorities.

2. Full-day retreat with Board to review situation overview, update SWOT, draft 5-year vision and goals, and identify questions to be answered through research.

3. Research that included:
   - Review of YWCA Glendale program data and client surveys
   - Review of YWCA USA strategic framework and other resources
   - Facilitated senior staff discussions
   - 15 interviews with nonprofit partners, donors/funders, YWCA USA, local YWCA associations, affordable housing experts in Los Angeles, and law enforcement
   - External research on key topics such as needs/opportunities in Burbank and other markets, existing prevention education programs, best practices from peer organizations

4. Drafted 5-year vision, goals and strategies with senior staff and strategic planning committee and reviewed with full Board.

5. Facilitated half-day strategy working session with Board to discuss and make decisions about facilities options and gain information about affordable housing development from local expert.

6. Approval of 5-year vision, goals and strategies by full Board of Directors.
APPENDIX
STRATEGIC PLANNING PROCESS AND IMPLEMENTATION

After Board approval, implementation of the strategic plan will include:

- Communication with staff, donors and partners using plan summary.
- Development of milestones, metrics and budget by Executive Director on an annual basis and approved by Board.
- Quarterly review of progress toward annual milestones and metrics by senior staff and Board.
- Annual full review of plan by senior staff and Board to assess progress and outcomes and make adjustments as required.

BOARD OF DIRECTORS 2018-19

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STRATEGIC PLANNING COMMITTEE

Ani Adjemian, Chair  |  Sylvia Chinn  |  Jerome French  |  Allison Fuller  |  Guillaume Lemoine
Tara Peterson

A SPECIAL THANKS TO THE MANY INDIVIDUALS WHO CONTRIBUTED TO THIS PLAN - YOUR FEEDBACK THROUGHOUT THIS PROCESS WAS INSTRUMENTAL TO ITS SUCCESS.