



**2023 – 2026 Strategic Plan**

**Approved by the Board of Directors**

**July 10, 2023**

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## **MISSION**

To support and empower women and all families during challenging life transitions.

## **VISION**

Communities where women and all families are free from violence and harassment, are economically and emotionally secure, and have access to equitable opportunities.

## **GUIDING PRINCIPLES**

- Compassion – We treat one another with grace, kindness, respect, and acceptance.
- Accountability – We do what we say we will – we hold ourselves to our principles and fulfill our commitments and responsibilities.
- Engagement – We foster the active participation of those we work with.
- Community – We strive to build strong relationships and value people in all their diversity.

## **2023-2026 GOALS**

### 1. Programs and services

We will offer a focused array of programs and services that meet the essential needs of those we serve.

#### Key Topics

- Gather reliable data to evaluate and adjust programs and services
- Develop and implement a rubric and schedule for evaluating and adjusting existing programs, services, and referrals
- Develop and apply criteria for evaluating potential new programs, services, and referrals
- Establish a legislative agenda

### 2. Staffing

We will have a skillful, reliable, adaptable, and collaborative staff supported by dedicated volunteers.

#### Key Topics

- Create succession and growth plan for the job roles; develop a process and steps for filling openings / Create employment growth and promotion opportunities to allow for retention
- Weekly Volunteers - Update training / Hold check-ins and evaluation meetings
- Facilitators - Implement yearly training / Hold check-ins with Program Manager
- Improve health/benefits package for staff

### 3. Partnerships

We will embrace new and existing partnerships in the community that will enhance our mission and help achieve our goals.

#### Key Topics

- Work with other organizations to provide resources in areas W&FLC does not address
- Develop and redevelop mutual relationships with key partners
- Convene partner groups to share knowledge and resources
- Create a standard MOU for more formal partnership arrangements

#### 4. Visibility and awareness

We will be known in our communities for the impact of our services and resources for those we serve.

##### Key Topics

- Clarify our positioning and brand
- Create a branding, marketing and long-term communications plan and calendar
- Assess efficiencies and graphics needed to simplify the website
- Provide yearly training to ensure all are following tech/social media guidelines

#### 5. Financial stability

We will have a diverse, sustainable stream of revenue from funders and donors who align with our mission.

##### Key Topics

- Build blueprint and mix of funds for balancing the annual budget
- Establish consistent annual revenue streams
- Establish an Annual Fund, major donor plan, and planned giving program
- Improve customer relations management platform and use it consistently

#### 6. Organizational sustainability

We will have the organizational structure, facilities, technology, governance, practices, and accountability that support our continued growth.

#### Key Topics

- Develop and implement a plan for ongoing training and practice in DEIB (diversity, equity, inclusion, belonging) for board, staff, and volunteers
- Conduct an annual review of best practices and tools for programs, marketing, and development; adapt to changing technology and communications avenues
- Create a safe, welcoming, and inclusive environment for staff and clients
- Formulate a growth or adaptation plan to accommodate our different geographic areas