STRATEGIC PLAN

2016-2022
The **YWCA** El Paso del Norte Region is dedicated to

**ELIMINATING RACISM, EMPOWERING WOMEN AND PROMOTING PEACE, JUSTICE, FREEDOM AND DIGNITY FOR ALL.**

**HALLMARK PROGRAMS OF THE YWCA USA**

Racial Justice and Women’s Economic Empowerment are the Hallmark Programs of the YWCA. They carry out our mission. They are a reflection of our brand. They are what distinguishes the YWCA from all other socially conscious organizations.

Each local YWCA implements Hallmark Programs, although specific programs vary from one community to another based on the unique needs of each market. Our Hallmark Programs have direct impact and create meaningful change with measurable results. We not only intend to raise awareness of the issue, we intend to affect real change.

Throughout this document are boxes with exact quotations from a survey of Board Members as they sought to identify the future needs of our communities and what should be the priorities of the YWCA El Paso del Norte Region during the next five years.
This Strategic Plan emerged during 2015-16 as a result of self-study, information collection, and reflection by the YWCA Board, CEO, senior staff, exempt staff and various program committees. The YWCA Board of Directors is deeply committed to serving as leaders in our community. We also want to promote additional leadership and professional development within our region and within this valuable organization. Three important concepts guided us:

The YWCA will vigorously continue its advocacy and service efforts to address the needs of our community, as it has for more than 100 years.

We will increase and diversify engagement programs for women so that they become community leaders and active participants in YWCA activities.

We will enhance our partnerships with other organizations to avoid duplication and to be cost-effective.

The Board Members are confident that the YWCA will rise to meet those challenges – with your help. As always, we are deeply grateful for all our members, program participants, donors, volunteers and supporters as we seek to implement our mission.

### 2015-2016 Board of Directors

President- Giselle Smith-Johnson  
President-Elect- Debbie Hand  
Vice-President- Carmen Byers  
Vice-President- Ann Horak  
Vice-President- Sharon Robinet  
Vice-President- Secret Wherrett  
Secretary- Liz Fowlkes  
Treasurer- Claudia Raynal

### Ex Officio

Elke Cumming, Interim Chief Executive Officer

### Voting Members

Ann Allen  
Sadhana Chheda, M.D.  
Jessica Christianson  
Lucia Dura-Birkelbach  
Valeria Fernandez  
Lori Gaman  
Dana Guerra  
Cynthia Horton*  
Karen Loper  
Paulina Lopez  
Martina Lorey  
Elizabeth Margo  
Rosemary E. Marin*  
Yari Marte Natal  
Marina Monsisvais  
Ryan Prieto  
Mica Short  
Marybeth Stevens  
Stephanie Talley  
Teresa Tapia  
Susanna Visconti  
*member-at-large
The YWCA El Paso del Norte Region’s Capital Campaign was successful; however, due to an extremely difficult economic period beginning in 2009, as well as other major fundraising activities in the region, our Capital Campaign did not reach its goal of $10 million. Nonetheless, the Board moved forward with major capital improvements, and YWCA staff worked diligently to make major strides in facility improvements and maintenance, having leveraged the funds raised to secure matching grants and contributions.

Overview of Major Capital Improvements and New Activities: 2012 - 2016

- Major initiatives in the Information Technology and Telecommunications infrastructure (an agency-wide phone system, new computers & laptops throughout the organization, and installation of software to invite participation and donations through social media and the internet)

- New playgrounds in 11 Early Learning Centers

- Facility enhancements at the five Branches, Independence House and Mary Ann Dodson Camp Pool, including adaptation to new standards and city codes for safety and security

- New second-story Breezeway, Playground and outside Recreation Area, as well as a Computer Lab, at the Sara McKnight Transitional Living Center

- Additional Improvement in service areas of the Branch facilities: e.g., reception, carpeting, new tile flooring, improvements in fire code compliance and accessibility

- Fitness and Aquatics: New pool and spa heaters at four branches; new aerobics flooring, lockers, lighting and equipment

- Improvement of Early Learning Center facilities and purchase of new cribs for 13 locations

- Relocation of Administrative Offices to the Chase Building and related improvements in furniture, storage, information technology services and digital marketing

- Creation of new and dynamic fundraising activities to include more community members: Walk a Mile in Her Shoes®, Race Against Racism, and No Fixed Address

Total Capital Campaign Expenditures through August 2015: $1,575,055
FUTURE CAPITAL IMPROVEMENTS
Planned Expenditures: $736,050

- New roofs for the Sara McKnight Transitional Living Center, Myrna J. Deckert Branch and Shirley Leavell Gym
- Additional cameras for select Early Learning Centers
- Exterior paint and repairs for the Dorothy Woodley Hunt and Joyce W. Jaynes Branches
- New pool heater, lockers and locker room remodel for the Joyce W. Jaynes Branch
- Electrical upgrades and advanced high efficient, sustainable central heat/air conditioning mechanical replacement at the Katharine White Harvey Branch
- Resurface parking lot and striping for the Dorothy Woodley Hunt Branch
- Continue to replace aging information technology servers and workstations throughout the agency
Economic Issues for Women in Texas
In 2014, the Texas Women’s Foundation published a comprehensive analysis of the demographic, economic and health status of our state’s women (http://www.dallaswomensfdn.org/file/texas-womens-foundation/Economic-Issues-for-Women-in-Texas_Texas-Womens-Foundation_May-2014.pdf). They concluded that significant improvements must occur in the workplace, education and training setting, child care facilities, the health industry, and the housing market for women to participate in and contribute to the prosperity of Texas.

Of special importance to the Mission of the YWCA El Paso del Norte Region, the report emphasized:

Three things to know about women and child care
- There is a lack of access to financial assistance for child care in Texas
- When women have access to child care, they are more likely to work, stay employed for longer periods of time and increase their wages
- Reducing child care costs would lift more people out of poverty

El Paso Women’s Economic Issues
The report also pointed out that the success and future of our metropolitan region depend on the economic security of women, so that their children can obtain the education for the future progress of our communities. Analysis of El Paso information, however, suggests major impediments to women’s employment opportunities and stability:

- ...low-income parents who are working or in job-training programs are not able to receive the financial assistance for child care they qualify for and that helps them to become and remain employed.
- In the El Paso metro area, 32% of households are female-headed, yet they represent 53% of households living in poverty.

The report emphasized a significant fact that informs the YWCA’s 2016-2022 Strategic Plan:

“These economic building blocks – women’s earnings, education, health care, child care and housing – affect women’s ability not only to be more financially secure in the present, but to move up in the future.”

GAPS IN THE EL PASO SERVICES MATRIX

At the El Paso Women’s Summit, in November 2015, almost 100 women – leaders from business, non-profit organizations and grassroots groups – came together to analyze data about the conditions of El Paso women and girls; the resources available to assist them; and their perceptions about major gaps in the existing public social service and non-profit organization programs.

Review of participant responses identified the following major service gaps for El Paso women that are of particular relevance to the Mission of the YWCA El Paso del Norte Region:

- Need for more educational opportunities and skills development to participate in the workforce
- High costs of educational programs and lack of awareness about possible financial support
- High costs and insufficient awareness of available child care services
- Lack of affordable insurance for health care, as well as limited knowledge about health promotion and disease prevention
- Limited availability of affordable housing space
- Need to educate young adults about domestic violence and sexual assault
- Lack of mentoring opportunities for women in the workplace
- Insufficient awareness and knowledge about the job market, training programs and family budget management
THE YWCA’S RESPONSE TO COMMUNITY NEEDS:
OUR PRIORITIES FOR 2016-2022

**GOAL 1**
Empower Women toward Independence and Leadership: Promoting economic awareness, job training and preparation for self-sufficiency

**GOAL 2**
Eliminate Racism: Fostering racial justice and respect for diversity

**GOAL 3**
Provide Excellent Child Development and Pre-K Programs: Ensuring accessible, quality services so that women gain and retain employment and children succeed in school

**GOAL 4**
Offer High Quality, Affordable Health and Wellness Programs: Fostering a healthy community

**GOAL 5**
Support Vulnerable Women and Their Families: Offering programs and services needed by women who seek transitional assistance toward a better life for their families

**GOAL 6**
Financial Sustainability: The Foundation of the YWCA’s Future Success and Effectiveness
EMPOWER WOMEN TOWARD INDEPENDENCE AND LEADERSHIP:

PROMOTING ECONOMIC AWARENESS, JOB TRAINING AND PREPARATION FOR SELF-SUFFICIENCY

- Strengthen and expand workforce development and training programs through existing and new partnerships and funding opportunities
- Identify growing industries and needed services where YWCA staff can develop clients’ transferable skills to increase their economic independence
- Adapt successful women’s empowerment programs/curricula from other YWCAs which align to the needs of women in the El Paso del Norte Region
- Strengthen and sustain the Annual Economic Empowerment Conference
GOAL 2
ELIMINATE RACISM:
FOSTERING RACIAL JUSTICE AND RESPECT FOR DIVERSITY

- Ensure the development and retention of highly qualified Racial Justice staff and volunteers
- Become a recognized leader for Racial Justice in Latino/Hispanic and other diverse communities beyond the Black/White context
- Create long-term partnerships with local corporations to provide effective diversity training and on-going educational programs
- Work with YWCA USA to incorporate metrics for measuring outcomes in our work to eliminate racism
GOAL 3
PROVIDE EXCELLENT CHILD DEVELOPMENT AND PRE-K PROGRAMS:
ENSURING ACCESSIBLE, QUALITY SERVICES SO THAT WOMEN GAIN AND RETAIN EMPLOYMENT AND CHILDREN SUCCEED IN SCHOOL

• Continue to improve operations at YWCA Early Learning Centers to meet national and state accreditation standards

• Encourage Center Directors to pursue academic coursework toward a bachelor’s degree, with a focus on early childhood and elementary education

• Partner with higher education institutions to provide training for YWCA Early Learning Center staff and to host educational interns at YWCA locations

• Partner with elementary schools to provide on-site care to leverage the State’s investment in quality pre-K education

• Protect the future of YWCA Early Learning Centers by continued efforts to ensure a balanced, break-even financial position

“Early childhood education – beyond ready for kindergarten”
GOAL 4
OFFER HIGH QUALITY, AFFORDABLE HEALTH AND WELLNESS PROGRAMS:
FOSTERING A HEALTHY COMMUNITY

• Ensure ongoing national, regional and local professional development for fitness and aquatics leaders, ensuring that staff are performing new, cutting-edge fitness and aquatics programs

• Expand existing partnerships and develop new programs with local hospitals, health profession groups and insurance providers

• Create partnerships with non-traditional educational providers to address the fitness needs of school-age students

• Seek partnership opportunities with institutions and organizations providing health education and promotion services

• Cooperate with local health care facilities to explore state and federal resources available to expand access for vulnerable populations

“Promote healthy lifestyles – a community that is vibrant and healthy”
GOAL 5
SUPPORT VULNERABLE WOMEN AND THEIR FAMILIES:
OFFERING PROGRAMS AND SERVICES NEEDED BY WOMEN WHO SEEK TRANSITIONAL ASSISTANCE TOWARD A BETTER LIFE FOR THEIR FAMILIES

• Explore emerging housing models as a means to ensure stable funding and support for vulnerable families

• Collaborate with other women and girl-focused programs in the region to address needs in a more efficient and cost-effective manner

• Develop annual advocacy priorities and related goals and objectives to move toward their attainment
For the YWCA to continue to meet the needs of El Paso and the region – as it has for more than 100 years – the most important steps for the next five years will include the following:

• Maintain momentum in facilities and land management

• Continue dialogues with long-time supporters of the YWCA and seek their suggestions for additional and improved fundraising efforts, including planned giving

• Identify new partners and potential opportunities to leverage and increase financial resources

• Engage Board Members in a more expansive role for fund development planning

• Explore potential for additional efforts to engage a new and more diverse generation of donors

• Prepare for additional capital fundraising efforts
THANK YOU
TO THE LEADERS AND MAJOR DONORS OF OUR 2012-15 BE-Y MIRACLES HAPPEN CAPITAL CAMPAIGN

Phase 1: Bob Wingo & Hector Gutierrez | Phase 2: Arlene Carroll & Estela Casas

$1,000,000 and above
Hunt Family Foundation

$5000,000 & above
Cardwell Foundation
El Paso Electric Company

$200,000 & above
Harvey Family

$150,000
Rafael & Margaret Adame
Judy & Kirk Robison

$100,000 & above
Hector & Debbie Gutierrez
Helen of Troy
ONE Gas Foundation, Inc.
Isha Rogers
Russ Vandenburg
Wells Fargo Bank
Western Refining
The Wolslager Foundation

$50,000 & above
Ronda & Bill Appleton, Jr.
Feinberg Family Foundation
Linda Kirby & Carl Green
Beth & Harold Hahn
Hervey Foundation
Laurie Paternoster & Mike Churchman
Pat & Karl Perry
Jane & Robert Snow
Sue & Douglas Woo

$25,000 & above
Ann & Jesse Allen
J. Robert & Sherry Brown
Susan Drewry
L. Rick & Ginger Francis
MIMCO, Inc.
ScottHulse
WestStar Bank
Gloria A. & Robert P. White

$10,000 & above
Gabriela Hanson
Clara B. Burns & Charles High
Ann & Charles Horak
Irene Chavez
HUB International
Rebecca & Alan Krasne
Nan Napier
Mitzi Shannon
The Shiloff Family
Polly Vaughn
Tracy & Steve Yellen

$5,000 & above
Anonymous
Sandra & Robert Almanzan
Sandra & Eric Braham
Flo & David Buchmueller
Capital Bank
Maria Teresa Cantrell
Arlene & David Carroll
Conde, Inc.
Sue & Jim Darnell
Nora Ellis
El Paso Community Foundation
Ellie & Tom Fenton
Cynthia D. Horton
Michelle McCown
Sara S. McKnight *
Susan Melendez & Steve Meador
Richard D. Miller Memorial Foundation
Carolyn L. Mora
Leticia Paez
Jeanene Payen
Claudia Raynal
Eduardo A. Rodriguez
Elizabeth H. Rogers
James Shelton, Jr.
Giselle I. Smith-Johnson
Jane & Richard Thomas
Mary Jo Wright

IN-KIND DONATIONS

$500,000 & above
Southwest Land Development

$100,000 & above
Byers Construction
Sanders/Wingo

$25,000 & above
Facilities Connection

$10,000 & above
Closet Factory
Tornillo POE
The YWCA El Paso del Norte Region contracted with Andrade & Associates, Inc. of El Paso to assist the Board and the CEO with its strategic planning during 2015-16. Sally J. Andrade, a former six-year YWCA board member, first met with the CEO and then with the Board’s Strategic Planning Committee several times. With their guidance and suggestions, the firm surveyed Board Members about their perspectives on the future needs of our community and their individual identification of the organization’s priorities for the next five years. Dr. Andrade and her associate, R. Leticia Diaz Rios, facilitated a day-long retreat of Board Members for more in-depth discussions about the agency’s priorities and for a detailed presentation by the CEO on its financial position. Other retreats were held with the Senior Staff and the Exempt Staff. Based on recommendations from the retreats, the firm worked with board members to identify the final priorities, which generated the goals in this Plan.
REFERENCES


  http://texaslsg.org/texas-on-the-brink/

LOCATIONS

after-school sites
- Benito Martinez - 2640 Robert Wynn
- Bill Sybert - 11530 Edgemere
- Bradley - 5330 Sweet Water
- Collins - 4860 Tropicana
- Dr. Green - 5430 Buckley
- Edgar Park - 3601 Edgar Park
- Edgemere - 10300 Edgemere
- Elfida Chavez - 11720 Pebble Hills
- Fannin - 5425 Salem
- Garcia - 6550 Westside Dr.
- Glen Cove - 10955 Sam Sneath
- Hacienda Heights - 7530 Acapulco
- Helen Ball - 1950 Firehouse
- Horizon Heights - 13601 Ryderwood
- James Butler - 14251 Ralph Seitzinger
- John Drigan - 12451 Pellicano
- Kohliberg - 1445 Nardo Goodman
- Lamar - 1440 E. Cliff Dr
- Loma Terrace - 8200 Ryland
- Loma Verde - 12150 Ted Houghton
- Lujan Chavez - 2200 Sun Country
- Lundy - 6201 High Ridge
- Mesita - 500 Alethea Park
- Mitzy Bond - 250 Lindbergh
- Myrna Deckert - 9135 Stahala
- Nixon - 11141 Loma Roja
- O’Shea Keleher - 1800 Leroy Bonse
- Paso del Norte - 12300 Tierra Este
- Pebble Hills - 11145 Edgemere
- Polk - 940 Belvidere
- REL Washington - 3505 N. Lee Trevino
- Roberto Ituarte - 12860 Tierra Sonora
- Rosa Guerrero - 7530 Lakehurst
- Sierra Vista - 1501 Bob Hope
- Sue Shock - 13777 Paseo del Este
- Surratt - 12675 Alameda
- Tierra del Sol - 1832 Tommy Aaron
- Tippin - 6541 Bear Ridge
- Tom Lea - 4851 Marcus Uribe
- Vista del Sol - 11851 Vista del Sol
- Vista Hills - 10801 La Subida
- Western Hills - 530 Thunderbird
- Zach White - 4256 Roxbury

early learning centers

A YWCA Administrative Offices
  201 E. Main, Suite 400 79901
B Economic Empowerment Division
  1600 Brown Street 79902
C Katharine White Harvey Branch
  313 Bartlett Drive 79912
D Joyce Whitfield Jaynes Branch
  1600 Brown Street 79902
E Myrna J. Deckert Branch
  9135 Stahala Drive 79924
F Dorothy Woodley Hunt
  115 Davis Drive 79907
G Shirley Leavell Branch
  10712 Sam Sneath 79935
H Mary Ann Dodson Camp
  4400 Boy Scout Lane 79932
I Lower Valley Senior Housing
  115 Davis Drive 79907

J Angela Guevara ELC
  550 Rubin Drive 79912
K Arteaga ELC
  212 Lisbon Street 79905
L Betty Moor MacGuire ELC
  313 Bartlett Drive 79912
M Carlisle ELC
  2114 Magoffin Avenue 79902
N EPCC Transmountain ELC
  9570 Gateway North 79924
O EPCC Valle Verde ELC
  919 Hunter Drive 799151
P Kastrin ELC
  9135 Stahala Drive 79924
Q Mabee ELC
  10712 Sam Sneath 79935
R Mavis H. Escobar ELC
  115 Davis Drive 79907
S Patricia M. Rogers ELC
  1600 Brown Street 79902
T Sherman ELC
  425 Jaffe Place 79905
U School-Age Parent Center
  22811 Grant Avenue 79930
V UTEP University Heights
  315 W. Schuster 79902
OUR MISSION

THE YWCA EL PASO
DEL NORTE REGION
IS DEDICATED TO
ELIMINATING RACISM,
EMPOWERING WOMEN
AND PROMOTING
PEACE, JUSTICE,
FREEDOM AND
DIGNITY FOR ALL.