

DOMINICAN WOMEN'S DEVELOPMENT CENTER



**“2020 VISION”
Five-Year Strategic Plan
2015 - 2020**

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“What a strategic plan can do is shed light on an organization’s unique strengths and relevant weaknesses, enabling it to pinpoint new opportunities or the causes of current or projected problems. If board and staff are committed to its implementation, a strategic plan can provide an invaluable blueprint for growth and revitalization, enabling an organization to take stock of where it is, determine where it wants to go and chart a course to get there.”¹

Looking at the Landscape with “2020 VISION”

Executive Summary

The nonprofit, social sector is facing a transformational shift. Among the many causes of this shift is the ever increasing social inequities and oppression of vulnerable populations, a generational leadership transition and the growing advancements in technology. Leaders of the baby-boomer generation are steadily departing, taking with them decades of societal and organizational memory. Their successors of the next-gen and millennial generation are entering with new innovative ideas for addressing social change along with innate technological capacities creating new efficiencies and strategies. This presents a formidable challenge to the nonprofit of 20-60 years that is seeking to stay relevant and sustainable as it navigates this brave new world.

The Dominican Women’s Development Center (DWDC) is a nonprofit organization that has a rich and vital history of service to the Washington Heights and Inwood communities of New York City for over 25 years. It provides a comprehensive array of vital services to local women and their families, and is considered a highly regarded community-based institution in the community. DWDC addresses the inter-sectional needs and trauma of the oppressed and marginalized via a multi-service approach, delivered by skilled and committed individuals who are passionate about their work and social justice.

Much of the success of this grassroots organization is due to the indomitable, “servant leadership” of its leadership and staff. The organization has weathered many storms along the way such as: two economic downturns, the untimely death of a beloved board member and champion of the organization and one esteemed program director, just to name a few.

DWDC has all of the makings of a longstanding, sustainable organization. However, as with many nonprofits in 2016, the organization faces the inevitable challenges brought on by the demands of a new era of information technology, a new demographic in their service areas, and

¹ “Ten Keys to Successful Strategic Planning for Nonprofits and Foundation Leaders” by Richard A. Mittenhal, Briefing Paper, TCC Group

capacity building needs that are associated with organizational growth and development. Although the challenges are specific to DWDC, it is not unique in this new age of uncertainty and change for the entire social sector of New York City and beyond. This is why a strategic plan for 2020 is imperative.

Our Vision, Mission, and Values

Our Vision

"An equitable world for all."

Our Mission

To Empower All Women And Communities To Advance Gender Equality And Social Justice.

Our Values

- *WE BELIEVE IN TREATING ALL PEOPLE WITH DIGNITY & RESPECT*
- *WE BELIEVE THAT PROMOTING GENDER EQUALITY IS FUNDAMENTAL TO SOCIAL JUSTICE*
- *WE BELIEVE THAT ALL PEOPLE HAVE THE RIGHT TO OPPORTUNITIES RESOURCES THAT SUPPORT THEM IN REACHING THEIR FULL POTENTIAL.*
- *WE BELIEVE IN PRACTICING HOLISTIC, CULTURALLY SENSITIVE, INCLUSIVE & INNOVATIVE COMMUNITY ENGAGEMENT.*
- *WE ARE COMMITTED TO SERVING ALL COMMUNITIES REGARDLESS OF BACKGROUND_GENDER, RACE, ETHNICITY, ECONOMIC STATUS, AGE, RELIGION, CULTURE, SEXUAL ORIENTATION, OR OTHER IDENTITIES.*
- *WE BELIEVE IN THE POWER OF ADVOCACY FOR OURSELVES & OUR COMMUNITIES.*

Analysis of Strengths, Weaknesses, Opportunities, and Threats

The DWDC “2020 Vision” strategic plan was created based on an extensive SWOT analysis of our internal and external strengths, weaknesses, opportunities and threats,

STRENGTHS	OPPORTUNITIES
Astute Women & Men in Leadership	Partnerships with Corporate, Foundation and Nonprofit Allies for Growth & Development
History of Resilience	Social Enterprise Ventures That Generate Earned Income
Hard Working, Dedicated Staff	Internal Staff Talent That Could Be Further Developed
Values of Diversity, Inclusion & Equity	Gentrification Brings Along Potential Paying Child Care Customers
Multi-Service Approach to Inter-Sectional Needs of Clients	Expansion into the Bronx
Diversity in Talent, Skills & Strengths	Board & Staff Demonstrate Receptivity to Learn New Strategies & Best Practices
Strong Ties & Positive Reputation in the Community	Development Director is Equipped With Ideas for Growth
Observable Servant Leadership	New York Offers Technical Assistance Providers for Capacity Building
Warm & Welcoming Customer Service	Emerging Trends in Technology and Social Media Indicate New Strategies for Fundraising and Business Development
Passionate Commitment to Social Justice	Increase Demand for Services

WEAKNESSES	THREATS
Being Heavily Government Funded Depletes Cash Flow & Sound Fiscal Management	Delayed Arrival of Secured Government Funds Perpetuates Mismanaging and Comingling of Program Allocations
Staff Need Greater Support Systems	Changing Demographic in Service Area
There is No Human Resources Staff Position	There is No Succession Plan to Secure Organization Upon Future Leadership Transition
There is Insufficient Funding of Administrative Services	Antiquated IT, Accounting & Phone Technology Can Adversely Effect Customer Service
Telephone System Does Not Meet the Needs of Service Management & Staff Communication	Facing the Syndrome Coined the "Three Million Dollar Hell" Referring to Lack of Infrastructure to Carry \$3mil of Program
Antiquated Systems Being Used for Accounting and Financial Reports	Board of Directors Lack Sufficient Number of Members to Create a Support System for Stability & Growth

There is Apparent Lack of Trust in Financial Management Systems	Getting into an Earned Income Venture Comes with the Same Risks of Financial Loss as Any New Business Start-Up
Funding Portfolio Lack Diverse Mix of Earned Income, Foundation, Corporate, Individual Donations	Not Having Enough Revenue for Operations Will Effect Program Delivery
Board of Directors Do Not Have a Committee Structure Nor Do They Sufficiently Engage in Fundraising, Financial Oversight, and Program Support ie: Visiting of Programs,	
There Lacks a Safe Protocol to Express Staff Grievances	

Environmental Scan:

Situational Analysis

The nonprofit, social sector is facing a transformational shift due to generational leadership transitions and the growing advancements in technology. Leaders of the baby-boomer generation are steadily departing taking with them decades of societal and organizational memory. Their successors of the next-gen and millennial generation are entering with new innovative ideas for addressing social change along with innate technological capacities creating new efficiencies and strategies. This presents a formidable challenge to DWDC to stay relevant and sustainable as it navigates this new and changing external environment.

Competitors or Future Collaborators

DWDC is in a unique, strategic position in the NYC landscape of nonprofits in that it addresses the inter-sectional needs and trauma of the oppressed and marginalized via a multi-service approach, delivered by skilled and committed individuals who are passionate about their work and social justice. DWDC has competitors none the less who enjoy greater financial stability that comes from a healthy mix of diverse revenue streams. They include but not limited to: Legal Momentum: Advancing Women's Rights; Center for Children's Initiative (formerly known as Child Care Inc.); Women's Environment and Development Organization; NYC Immigration Coalition; Catholic Charities; among others.

DWDC promotes its services through its web site, flyers, newsletters, word of mouth and staff outreach efforts. Notwithstanding the years of multi-faceted service provision, the DWDC is still primarily known for its day care services. There is a huge opportunity to foster greater brand recognition in the community and greater New York City area and a broader audience that includes, but is not limited to:

- Immigrant women and their families
- People living with HIV/AIDS, Diabetes & Asthma
- Working Parents in need of child care services
- Victims of Domestic Violence
- Spanish dominant individuals needing ESL, literacy and computer skills
- LGBTQ individuals
- And all who experience the inter-section of some or all of the above.

Our Strategic Priorities for 2015 - 2020

Operational	Programmatic
Build Organizational Capacity & Infrastructure	Strengthen Existing Programs
Strengthen Board Governance	Integrate Youth Development & Clinical Mental Health Services in All Existing Programs
Improve Financial Health	Create a Center-Based Head Start Center
Support & Develop Personnel	Expand Services to the Bronx
Increase Budget to \$5 million	Re-Engage in Advocacy & Community Organizing

Our Strategic Plan for 2015 - 2020

Operational Goals & Strategies:

Build Capacity & Infrastructure	
Strategies	Upgrade the telephone system to increase inter-departmental communications
	Improve the system of checks & balances for greater financial accountability
	Restructure accounting department & modernize accounting system
	Modernize telecommunications and administrative management systems
	Create a website & information technology (IT) staff position
	Increase capacity by building an administrative team

Board Expansion & Development	
Strategies	Provide board training in fundraising and financial oversight
	Re-evaluate give or get policy
	Increase board membership from 6 to 8
	Increase board involvement in fundraising planning
	Create a committee structure that includes:
	<ul style="list-style-type: none"> • Finance Committee
	<ul style="list-style-type: none"> • Fundraising Committee
	<ul style="list-style-type: none"> • Nominating Committee
	<ul style="list-style-type: none"> • Program committee
	<ul style="list-style-type: none"> • Personnel committee
	Request board members to visit programs once a year

	Increase board membership from 8 to 10
	Increase board membership from 10 to 12
	Create a leadership succession plan

Improve Financial Health & Management	
Strategies	Restructure accounting staff structure and modernize financial management system for timely cash flow to program allocations.
	Improve financial reporting and oversight of board of directors
	Diversify funding streams with earned income, foundation & corporate support
	Research feasibility of starting a social enterprise by interviewing nonprofits such as Housing Works
	Secure business start-up and financial management consulting from experts such as: UPS & Robin Hood Foundation
	Secure capacity building grants for modernization of financial systems
	Engage staff and board in fundraising planning training and implementation
	Secure start-up funding from sources such as: UPS & others
	Increase organizational budget to \$5 million

Address Staff Development & Employee Wellness	
Strategies	Create an “Employee Wellness” committee that will:
	<ul style="list-style-type: none"> Establish a safe protocol for staff suggestions & reporting of grievances
	<ul style="list-style-type: none"> Plans and carries out events and activities that build a positive spirit among employees
	<ul style="list-style-type: none"> Creates a supportive breast feeding environment for parenting staff
	<ul style="list-style-type: none"> Focuses on health and fitness for employees by creating activities such as walking clubs, running teams, and periodic testing of health issues such as PAP & Mammo screening.
	Provide staff development training opportunities in areas such as: - communications; program capacity-building; self-care; leadership and personnel management.
	Improve maternity leave benefits by including part-time staff and paternity leave
	Improve child care benefits
	Increase staff salaries & benefits to reflect equitable & living wages
	Create a Human Resources Staff Position
	Enhance job interviews by including assessments of individual experience and willingness to integrate advocacy and social services within job duties

Increase Organizational Budget to \$5 million by 2020	
Strategies	Build fundraising planning skills via training: include
	Establish a fundraising committee/team led by Development Officer
	Evaluate implementation of plan quarterly/annually;
	Re-strategize w lessons learned
	Increase in donations from individuals, foundations & corporations by 60%

Programmatic Goals

Strengthen Existing Programs	
Strategies	Unify outreach & recruitment to serve all programs unilaterally
	Centralize intake & data to serve clients more efficiently
	Increase inter-departmental referrals throughout all programs
Integrate Youth Development Services in All Existing Programs	
Strategies	Conduct community needs assessment &/or feasibility study
	Assess perimeters of service provision vs referrals to services
	Create program design (logic model)
	Create fundraising plan for the program
	Conduct pilot program with an evaluation of measurable outcomes

Integrate Clinical Mental Health Services in All Existing Programs	
Strategies	Conduct community needs assessment &/or feasibility study
	Assess perimeters of service provision vs referrals to services
	Create program design (logic model)
	Create fundraising plan for the program
	Conduct pilot in one/two programs
	Evaluate program outcomes
	Strategize expansion to other programs
	Hire a Clinical Social Worker to manage the program

Create a Center-Based Head Start Center	
Strategies	Conduct a feasibility study
	Assess perimeters of service provision vs referrals to services
	Create program design (logic model)
	Create fundraising plan
	Conduct pilot in one/two programs
	Evaluate program outcomes
	Strategize expansion to other programs

Expand Services to the Bronx	
Strategies	Conduct community needs assessment &/or feasibility study
	Assess perimeters of service provision vs referrals to services
	Create program design (logic model)
	Create fundraising plan
	Conduct pilot in one/two programs
	Evaluate program outcomes
	Strategize expansion to other programs

Integrate Social Justice Advocacy in All Programs	
Strategies	Build staff capacity on effective advocacy and maintaining social justice values of the organization.
	Create systems to monitor the implementation of organized advocacy procedures.