



Young Moms

EMPOWERING YOUNG MOTHERS
TRANSFORMING FUTURES

2023 - 2025 Strategic Plan

MISSION, HISTORY, AND PROGRAM

Our Mission

YoungMoms equips pregnant and parenting young women with the support, resources, and skills needed to overcome obstacles, minimize social inequities, and build a strong foundation for their families.

Equity

We are committed to our mission that every young mom will have what they need to create a strong foundation for their family.

Our Vision

YoungMoms envisions a community where every pregnant and parenting young woman can thrive.

Our History

YoungMoms started as a program of The Garage Community & Youth Center in Kennett Square, PA in the fall of 2010. On January 1, 2016, we became our own 501(c)3 non-profit organization.

Over the past 13 years, YoungMoms has helped more than 240 young women in our local community overcome challenges, achieve goals, and create a more stable future for themselves and their families.

Our Program

YoungMoms equips pregnant and parenting young women with the support, resources, and skills needed to overcome obstacles, minimize social inequities, and build a strong foundation for their families. We assist 65-70 pregnant and parenting young women annually. Our clients enter the program between the ages of 14 and 21 years old and reside in southern Chester County, PA. These young women face substantial challenges as they navigate adolescence and motherhood while also facing the challenging obstacles of poverty, incomplete education, unemployment, housing instability, domestic violence, language barriers, isolation, lack of health care, and depression. Each young mom who enters our program is encouraged by their case manager to dream of a bright and stable future for herself and her child, even when her circumstances make it feel impossible.

We continue to serve an increasing number of clients who have immigrated from Central America, especially Guatemala. These young women are typically very high-risk and high need. Many of them come from backgrounds of trauma and poverty, many do not speak Spanish or English proficiently (those from Guatemala, for example, speak one of several native dialects and have limited Spanish-speaking abilities), and some have never completed their elementary education. Often these young women come with very limited, if any, family support in the U.S. As a result, our case managers must work much more intensively to overcome these challenges and connect these young women to the resources they need to achieve life stability for themselves and their children as they establish roots in our community.

We accomplish our mission through a combination of highly specialized case management, one-to-one mentoring, and monthly workshops with life skills training. Our team of case managers works with each young mom to develop short- and long-term goals, create a plan to achieve them, and connect them with area resources to support their families. We provide our clients with educational & vocational assistance, parenting education, and personal development tools.

Teen moms are in the unique position of continuing to develop as adolescents while being responsible for the development of their young children. Staff and mentors provide ongoing life skills instruction in areas such as healthy relationships, nutrition, financial responsibility, and budgeting. We teach our young moms effective communication, conflict resolution, decision-making, and time management skills. Parenting instruction and encouragement are provided in areas such as child developmental milestones, discipline, play, and raising a bilingual child.

YoungMoms empowers these young women to take control of their lives and equips them with new skills (i.e., self-advocacy, self-worth, organizational, executive, and decision-making skills) to face challenging circumstances and overcome obstacles. Our individualized, comprehensive, and long-term support makes an intergenerational impact. There is no similarly individualized and comprehensive support program in our area that provides the combination of case management support, life skills instruction, one-to-one mentoring, and community building activities. Young moms remain in our program for up to four years. This long-term investment allows us to assist them in overcoming significant obstacles, help them achieve their goals, and makes our program unique and life changing.

STRATEGIC PLANNING OVERVIEW

Young Moms contracted with Constance Carter, CFRE of Sylvia & Carter & Associates in January 2023 to provide professional strategic planning consulting services.

The scope of services included the following:

Planning:

- Conducted a planning meeting to develop the approach for obtaining community feedback.
- Built interviewee and focus group contact lists.
- Drafted invitation letter/e-mail text for interviewees.

Research and Data Gathering:

- Conducted five individual interviews with key stakeholders.
- Conducted two focus groups with referral sources and one with volunteers.
- Synthesized and analyzed data from interviews and focus group.

Reporting Process:

- Prepared written report, including recommendations for strategic planning.
- Presented report to the YoungMoms Board of Directors and staff.

Methodology:

During March and April 2023, five individual interviews were conducted by Constance Carter, CFRE. Carter worked closely with the steering committee to identify each of the participants and to create a questionnaire to best understand how YoungMoms is perceived in terms of its mission, leadership, fundraising, impact on the community, and growth potential.

The three focus groups were held in April.

Participants:

The 5 confidential, private interviews were held with a representative from the following organizations:

- Nelson Foundation
- Willowdale Chapel
- Chester County Public Health Nurse
- LCH
- United Way of Southern Chester County

Sub-committees comprising staff and Board members were formed to meet and develop goals and action steps for the following areas:

- Programming
- People - Staff & Volunteers
- Fundraising & Outreach
- Facilities & Technology
- Finance & Governance

SCA facilitated the strategic planning meetings.

Participants:

Members of the Board of Directors, friends, and staff who participated:

- Megan Anderson
- Daicy Cañas
- Delfina Castro
- Debbie Dart
- Molly Henry
- Mary Hewes
- Casey Irwin
- Bridget Kirkner
- Paola Rosas-Weed
- Courtney Taylor
- Kristen Weidenmuller
- Terri Weidenmuller

SUMMARY OF STRATEGIC PLAN GOALS

OVERALL 3-YEAR GOAL: To strengthen YoungMoms infrastructure, volunteer support, fundraising, and programs to sustainably accomplish YoungMoms mission.

KEY STRATEGIC CHANGES:

As a result of implementing the strategic plan, we anticipate the following Key Strategic Changes will occur:

- YoungMoms participants will benefit from program evaluations and a strengthened community resource network.
- Greater support and oversight will be available for YoungMoms through an expanded, higher functioning Board of Directors.
- An expanded and trained volunteer team will provide new skills and resources to participants.
- Fundraising revenues will be increased due to new development initiatives and increased volunteer participation.
- Financial management will be improved through greater oversight and a stronger infrastructure.
- Community understanding and appreciation for YoungMoms work will be expanded, resulting in increased fundraising revenues and volunteer support.

The following is a summary of the five sections of the plan.

• **Programming**

Mission: Our programming will address complex issues and serve as a resource for our clients and their families. We will equip our clients with the support, resources, and skills needed to overcome obstacles, minimize social inequities, and build a strong foundation for their families.

Goals for the Programming Committee include:

- Incorporate the Eight Dimensions of Wellness Model in all YoungMoms programming
- Review and update existing programming, ensuring it has a positive, measurable impact on the outcomes of the young moms and families we serve
- Evaluate the potential of adding new programming opportunities
- Collaborate with Fundraising & Outreach and People committees to strengthen relationships with community partners and update our Mentoring Program

• **People: Staff & Volunteers**

Mission: We will attract and retain diverse and experienced team members who will directly impact the clients we serve. Our staff is committed to learning, listening, and working collaboratively to understand disparities, address root causes to problems, and shape strategies and align resources to produce meaningful outcomes. We will attract and retain volunteers who will provide acts of generosity that result in meaningful outcomes for our clients. Our volunteers will be committed to learning, listening, and working collaboratively with our staff to best serve the needs of our clients.

Goals for the People: Staff & Volunteers Committee include:

- Evaluate staff retention efforts (benefits and pay)
- Review and updating all HR policies and the staff handbook
- Review headcount planning
- Establish continuous education plan for staff

- Recruit volunteers with specific skills (ex. Bilingualism, immigration expertise, mental health expertise)
- Develop a structure to train former clients to become volunteers and mentors
- Annually increase the number of volunteers serving Oxford clients by 20% in 2024, 2025, and 2026
- Develop and implement an annual schedule of volunteer trainings

- **Fundraising & Outreach**

Mission: Our fundraising and outreach strategies will promote a financially secure organization with revenues that will support YoungMoms' operating costs now and in the future. We will collaborate with our community partners and build strong relationships to address the needs of our clients and the community at large. In conjunction with our community partners, we will create opportunities for people to better understand and be with those unlike themselves, and experience what we all have in common.

Goals for the Fundraising & Outreach committee include:

- Expand fundraising/outreach activities in Oxford, Kennett, and West Grove
- Create and implement a 12-18 month rolling fundraising plan
- Develop new relationships with 3-4 local corporations
- Increase YoungMoms fundraising effectiveness
- In collaboration with the Programming Committee, strengthen relationships with community partners who also provide support to our clients

- **Facilities & Technology**

Mission: We are committed to creating a safe and supportive environment for our clients and our staff and to utilizing technology that maintains the security and safety of our client data.

Goals for the Facilities & Technology Committee include:

- Investigate the desirability and financial feasibility of relocating
- Evaluate the long-term feasibility of providing emergency shelter for young moms
- Assess and improve technology as needed

- **Governance & Finance**

Mission: Our Board of Directors will address complex issues and serve as stewards to our mission and work. We are committed to representation and diversity on our Board. Our Board will maintain financial integrity and exercise due diligence and oversight to ensure that YoungMoms is well-managed and that its financial status remains sound.

Goals for the Governance & Finance Committee include:

- Expand the Board by 50% and increase representation from the community we serve (alumni, young mothers, and immigrants) by 25% over the next 3 years
- Enhance the functioning of the Board
- Evaluate the current auditing firm
- Review policies and strategy for bank and investment accounts
- Evaluate and document the division of finance-related tasks

CONCLUSION

We are challenged and inspired by our new Strategic Plan, and hope that our volunteers, friends and supporters will be as well. The guidelines, policies, directions, and vision of the Plan will be regarded by us as the authority in providing direction for Board and staff decisions in the coming years.

However, the success and value of any Strategic Plan are dependent on its implementation. To that end, the Board of Directors and the Executive Director are committed to utilizing the Plan as a guide, with bi-monthly reviews of its status.

In addition, the following strategies will be implemented:

1. Each section of the plan will be assigned to a Board or staff member(s), who will be responsible for ensuring its timely implementation, including providing reports to the Board of Directors at Board meetings.
2. The Plan will be used to structure the Executive Director's reports to the Board of Directors.
3. The Board and staff will develop and utilize a formal evaluation process to:
 - Verify individuals/committees are completing action items in the assigned time period.
 - Prioritize goals and assure high priority issues receive proper attention.
 - If opportunities present themselves that require YOUNGMOMS to act in a way that is counter to the plan, the Board and staff will use the same amount of extensive thought and documentation in making that decision as they did in writing the original plan. Those thoughts will be reflected in an addendum to the original plan.