

eliminating racism  
empowering women  
**ywca**  
Delaware

# 3-YEAR STRATEGIC PLAN



Fiscal Years 2024 - 2026  
*Sustainable Innovation*

# OUR MISSION

YWCA is dedicated to eliminating racism, empowering women and promoting peace, justice, freedom, and dignity for all.

# OUR VISION

YWCA Delaware is the leading organization for social change, including eliminating racism and its effects, and it is widely recognized as the highly effective, inclusive and uplifting force that empowers women to achieve their full social and economic potential.

**YWCA IS ON A MISSION**

## LETTER FROM THE CHIEF EXECUTIVE OFFICER

Dear Friends,

It is with confidence that I write to you on behalf of YWCA Delaware's Board of Directors to present our Strategic Plan, which will help us navigate the next three years through a racial and social justice lens to further our mission and have a sustainable impact on our community.

This plan will help us address the pressing housing needs and challenges of our clients. We will strengthen our work in providing housing security, increase our grassroots engagement and advocacy, ensure financial stability for our organization, and maintain a highly efficient workspace that allows each staff member to succeed in empowering women and improving lives.

We are courageous, bold, and willing to challenge the status quo in the work that we do and extend a warm invitation for all to come alongside our journey.

In gratitude,

*Melissa K. Gonville*

Melissa K. Gonville  
Chief Executive Officer





# BACKGROUND

Throughout our history, YWCA has been at the forefront of most major movements in the United States as a pioneer in race relations, labor union representation and the empowerment of women. YWCA Delaware operates as an independent 501(c)3.

YWCA Delaware has a strong commitment to these signature platforms and exploring our potential to increase impact by expanding where services are most crucial:

- **Housing Security**
- **Economic Empowerment, including youth development**
- **Health and Safety**
- **Racial and Social Justice and Advocacy**

## Strategic Priorities for 2024 to 2026

1. Infuse all activity of the organization with a racial and social justice lens
2. Evaluate the opportunity to further improve housing security
3. Expand the value of, and community engagement in, our advocacy efforts
4. Ensure the long-term financial sustainability of the organization
5. Improve technology and data infrastructure to increase capacity and efficiency
6. Enhance the organizational culture
7. Optimize the Board of Directors' effectiveness

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# STRATEGIC PRIORITIES, OBJECTIVES & ACTIONS



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# 1

## **Infuse all activity of the organization with a racial and social justice lens.**

### **OBJECTIVES**

- **Increase the preparation for economic self-sufficiency for our target demographic groups**
- **Decrease racial disparities among racial groups' economic, health, justice, and education outcomes**

### **ACTIONS:**

- Increase attention to how we as individuals, as an organization, and as a collective voice for change intentionally infuse racial and social justice practices and language throughout our programs
- Strengthen and expand programs and services to meet both current and future needs through sustainable funding
- Improve the health and wellness of our clients by looking at the whole person and utilize partners as appropriate
- Expand support services to heal victims of traumatic events from Racial and Social Violence

# 2

## **Explore expanding our impact on housing security**

### **OBJECTIVES**

- **Support housing security and the aspiration to end homelessness by providing a wide range of services that meet various client needs**
- **Consider and evaluate new housing- related programs that align with the mission of the organization**

### **ACTIONS:**

- Strengthen YWCA Delaware's housing partnerships
- Form Housing Planning Committee (staff, Board, experts)
- Execute Housing Planning Committee' recommendations
- Strategically and opportunistically expand statewide housing program



# 3

## **Expand the value of our advocacy and community engagement efforts**

### **OBJECTIVES**

- Increase engagement and effectiveness of mission-aligned public policy and advocacy efforts
- Increase engagement and sustainability of racial and social justice advocacy programs

### **ACTIONS:**

- Prioritize and communicate topics of engagement to engage the Board, staff, donors and volunteers in advocacy activities
- Intentional proactive community engagement to build our advocacy base
- Improve racial and social justice program metrics and public awareness campaigns

# 4

## **Ensure long-term financial sustainability of the organization**

### **OBJECTIVES**

- Maintain balanced budget and increase operating reserve
- Boost individual and corporate fundraising
- Maximize government grants
- Identify new sources of grant funding

### **ACTIONS:**

- Review and enhance financial processes
- Improve fundraising efforts through better data and continued education of board and staff
- Explore campaigns for multi-year sustainable funding for operations to strengthen specific programs

# 5

## **Improve technology and data infrastructure to increase capacity and efficiency**

### **OBJECTIVES**

- Improve the organization's technology, i.e., data and reporting infrastructure, to improve efficiency and effectiveness
- Increase focus on cybersecurity and data planning

### **ACTIONS:**

- Maintain donor database that meets the needs of the major gifts committee
- Integrate data across different systems and leverage data analytics for programming and fundraising
- Increase focus on cybersecurity and data privacy, ensuring a strong compliant framework

# 6

## **Enhance YW's organizational culture to become an employer of choice in Delaware**

### **OBJECTIVES**

- Ensure the culture is consistent with the YW mission, with respect, communication, transparency, and collaboration apparent across the agency
- Prioritize staff training and development
- Focus on developing talent and succession plans

### **ACTIONS:**

- Ensure authentic participation and celebration of diverse voices; includes a regular Employee Opinion Survey
- Review and update hiring and onboarding processes, including communication of policies, procedures and reference materials
- Update the employee handbook with a lens toward inclusivity
- Implement a staff skills and experience database to identify development and growth opportunity more easily
- Conduct a compensation equity review to ensure fair and equitable compensation, including benefits
- Establish succession plans for CEO, Chiefs and Director roles



# 7

## Optimize the Board of Directors' effectiveness

### OBJECTIVES

- Increase Board members' active participation in committee work and contribution to achieving the YWCA's goals and activities
- Strengthen Board related policies, procedures and processes

### ACTIONS:

- Use board effectiveness survey to ensure the Board is culturally diverse and based on the talents required to meet the strategic objectives
- Set expectations upfront with Board Pledge to join and be actively involved in a committee, tap into your network and additionally support the organization's activities. Communicate non-committee volunteer opportunities
- Schedule an annual board retreat where current and new board members will review the current strategic plan and progress against goals
- Perform a comprehensive review and update of board policies, procedures and processes and a cadence for ongoing reviews

## HOW YOU CAN HELP

- Donate
- Join Changing Lives Society
- Sponsor an Event
- Volunteer
- Make a bequest or planned gift to YWCA Delaware, Inc.

[ywcade.org/howyoucanhelp](http://ywcade.org/howyoucanhelp)



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# CONTACT US



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