

# **National Coalition of 100 Black Women, Inc. Delaware Chapter**

2021 – 2024 Strategic Plan



## 2021-2024 NC100BW-DE Strategic Plan

### TABLE OF CONTENTS

<b>EXECUTIVE SUMMARY</b>	<b>3</b>
NC100BW-DE MISSION STATEMENT	4
NC100BW-DE VISION STATEMENT	4
NC100BW-DE STATEMENT OF PURPOSE	4
NC100BW-DE COMMITTEES	5
STRATEGIC PLANNING PROCESS	5
<b>RETREAT PROCEEDINGS</b>	<b>7</b>
TOPICS OF DISCUSSION	7
Real Talk about Membership	7
NC100BW-DE Accomplishments Review	8
NC100BW National Strategic Priorities	9
Leadership Succession Planning	9
STRATEGIC GOAL SETTING PROCESS & ACTION PLANS	10
Membership	11
Fund Development & Fundraising	12
Economic Empowerment	13
Education	15
Health	16
Public Policy/Advocacy	17
<b>ACKNOWLEDGEMENTS</b>	<b>19</b>
<b>APPENDICES</b>	
APPENDIX A: NC100BW-DE Membership Survey Results Fall 2019	20
APPENDIX B: NC100BW-DE Accomplishments 2018 & 2019	35
APPENDIX C: NCBW National Strategic Priorities	43
APPENDIX D: NC100BW-DE Committee Discussion Guide	45
APPENDIX E: NC100BW-DE 2021 – 2024 Strategic Action Plan Charts	47

## **EXECUTIVE SUMMARY**

The National Coalition of 100 Black Women, Inc. - Delaware Chapter (NC100BW-DE) is a local affiliate of the National Coalition of 100 Black Women, Inc. (NCBW). The National Coalition of 100 Black Women Inc. is a nationally recognized nonprofit organization with more than 14 million members in 62 affiliate chapters across the United States. NCBW's mission is to advocate on behalf of Black women and girls. This advocacy occurs through national and local actions, and strategic alliances, that promote leadership development and gender equity in the areas of health, education and economic empowerment.

On June 11, 1994, Alicia Clark convened four women to discuss the formation of a Delaware Chapter, in Wilmington, Delaware. On July 25, 1995, the chapter bylaws were adopted and the first officers were elected:

- Penelope Taylor, President
- Dr. Teresa Drummond, Vice-President
- Jackeline Clarke, Corresponding Secretary
- Alberta Clarke, Treasurer
- Enid-Wallace Simms, Financial Secretary
- Kristen Williams, Recording Secretary

On August 29, 1995, Committee Chairs were appointed by the President, and they were announced during the monthly meeting:

- Membership Committee – Quinn Delaney
- Program Committee – Raye Jones Avery
- Nominating Committee – Laurie Miller
- Public Relations Committee – G. Patricia Moody & Neysa Smith
- Fundraising Committee – Connie Johnson & Dr. Janice Wilson-Benson

On November 16, 1995, Delaware was chartered as an official chapter of the National Coalition of 100 Black Women, Inc.; shortly thereafter, the chapter petitioned for, and was granted, its 501(c)(3) status.

Notably, in 2007, NC100BW-DE received the NCBW President's Leadership Award for their work in mobilizing Black men and women to test for HIV/AIDS. In addition, NC100BW-DE received commendations from: the City of Wilmington Council President; City Councilwoman, Hanifa Shabazz; State Senator and Majority Whip, Margaret Rose Henry; and State Representative, Stephanie Bolden. These commendations acknowledged NC100BW-DE's commitment to addressing the opportunity gaps impeding the progress of Black women and girls in Delaware.

NC100BW-DE's presence and commitment, through the support of its membership, has kept the mission and purpose visible. Because of ongoing support and advocacy efforts from the core sponsors, NC100BW-DE is able to continue to give back to the community. Through their groundbreaking **My Sister's Keeper Leadership Summit**, NC100BW-DE members and the public have gained valuable information to guide their advocacy. Whether it is through their **Public Policy Legislative Action Agenda**, the **100 Bridges Program** (connecting girls with mentoring), **STEAM** (science, technology, engineering, arts, and math) opportunities, the **Dr. Theresa D. Drummond Scholarship Program** (for traditional and non-traditional students), or the **Gentleman's Cook-Off Cooking for A Cause**, NC100BW-DE is not just a coalition, but also a movement.

To date, NC100BW-DE represents a bold movement of progressive women demanding parity, equity, and social justice for Black women and girls. They position themselves as a complement to the strong heritage of existing Black women's organizations that share their goals. In the spirit of their calling, NC100BW-DE endeavors to collaborate with others to tear down fences that limit Black women and girls' access to political, economic, and social power.

### **NC100BW-DE MISSION STATEMENT**

To advocate on behalf of Black women and girls through national and local actions and strategic alliances that promote leadership development and gender equity in the areas of health, education, and economic empowerment.

### **NC100BW-DE VISION STATEMENT**

The National Coalition of 100 Black Women, Inc. - Delaware Chapter is a non-profit organization of progressive women of African descent whose collective voices and advocacy for gender equity and social justice drives impactful change to benefit our families and community.

### **NC100BW-DE STATEMENT OF PURPOSE**

NC100BW-DE is committed to being a united voice for more than 14 million Black women in the United States:

- As a leadership forum, it serves as a role model to help elevate the quality of life for young Black women and other Black women in transition;

- As an organization of career women (professional and volunteer), it draws upon the strength of its membership to work toward solutions on issues of concern to the contemporary Black woman;
- As a network, it serves as a vehicle of communication among Black women for their own personal and professional development; and
- As an advocacy group, it collectively seeks the political and economic empowerment of Black women as a means of gaining access to mainstream America.

To position NC100BW-DE as the go-to partner organization on issues affecting Black women and girls, NC100BW-DE endeavors to:

- Be on the forefront of public policy;
- Leverage the national brand locally;
- Exhibit the gold standard for African-American organizations;
- Increase education access and awareness;
- Issue position statements on various issues impacting women;
- Increase their visibility in the community;
- Become an invaluable resource for African-American families;
- Engage in collaborative resource development;
- Mentor young Black women; and
- Sponsor empowerment programs.

## **NC100BW-DE COMMITTEES**

NC100BW-DE uses the following committees to operationalize their mission:

- Advocacy/Public Policy
- Branding & Stakeholder Engagement
- Economic Development
- Education
- Fund Development & Fundraising
- Health
- Membership/Leadership Development
- Scholarship
- 100 Bridges

## **STRATEGIC PLANNING PROCESS**

As a follow-up to the 2018-2021 Strategic Plan, NC100BW-DE sought to engage in a strategic planning process to determine their strategic priorities for 2021-2024. During their January 14, 2020 board meeting, the leadership

committee reserved a portion of their agenda to discuss a plan for their strategic planning retreat. It was determined that the plan for the 2021-2024 strategic planning retreat would mirror the plan from their 2018-2021 strategic planning retreat, which was to:

- Identify strategic priorities that continued to be relevant to meet the needs of their target community;
- Identify priorities that were outdated (for possible disengagement); and
- Identify new strategic priorities (as necessary).

Along with the goals noted above, it was determined that a discussion about membership and member engagement should be included in the retreat. NC100BW-DE conducted a membership survey in fall 2019. The consensus was that the strategic planning retreat would be an appropriate time to discuss the results from the survey.

Overall, NC100BW-DE’s goal for their retreat was to engage in a strategic planning process that helped them align relevant strategic priorities with specific goals, strategies/tasks, expected outcomes, and an implementation timeframe, to address the unique needs of Black women and girls in Delaware.

On February 22, 2020, NC100BW-DE convened at Delaware State University’s Wilmington Campus [3931 Kirkwood Highway, Wilmington, DE 19808] for an all-day strategic planning retreat to develop their 2021-2024 strategic plan. In attendance were:

<b>Raye Jones-Avery – President</b>	Crystal Mills-Selby
Charma C. Bell	Ellyn G. Moore
Beth A. Boyer	Francine Oates
Latisha Bracy	Cimone Philpotts
Sherese Brewington-Carr	Joyce Powell
Valeria Brown-Baul	Taria Pritchett
Kimberley Chambers	Dionna J. Sargent
Dayna Cobb	Elizabeth Smith
Kim Collins	Tamara Smith
Melanie Daniels	Daya Washington
Angelique Dennis	Laeia Washington
Dr. Doris Griffin	Lorraine Watson
Candice Horhn	Kristen Williams
Kira Johnson	Michele Williams
Alisha Jones	
Vanessa Jones	
Melissa Lee	

## **RETREAT PROCEEDINGS**

Before specific topics were discussed, participants were asked to engage in an activity entitled: *NC100BW-DE Membership Is*. Participants discussed what NC100BW-DE membership meant to them. Below are a few responses:

<b>NC100BW-DE Membership Is...</b>
Belonging
Family
Advocacy
Sisterhood
Community
Fun
Costly
Hard Work
Challenging

### **TOPICS OF DISCUSSION**

The topics discussed provided an opportunity for participants to review data from their fall 2019 membership survey. The membership discussion also covered: concerns about member relations, barriers related to member participation/engagement, ideas to enhance member engagement, and ways to increase membership. Participants also reviewed NC100BW-DE’s accomplishments over the past two (2) years, reviewed NCBW’s National Strategic Priorities, discussed leadership succession planning, and completed their 2021-2024 action plans.

#### *Real Talk about Membership*

The retreat began with a presentation entitled: *Real Talk about Membership*. The presentation included survey results from a 20-question survey that was disseminated to all NC100BW-DE members. The response rate to the survey constituted approximately 50% of NC100BW-DE’s membership.

The survey prompts were (verbatim):

#### *Part 1:*

1. How long have you been a member of the DE Chapter?
2. NC100BW-DE’s programming supports the mission statement.
3. I have opportunities to contribute to Chapter Programming in support of the mission.
4. I have opportunities to contribute to Chapter Advocacy in support of the mission.

5. I participate and am actively engaged with one (1) or more committees.
6. Select the committees that apply to your active engagement.
7. What prevents your active engagement and what can leadership do to increase your level of activity?
8. Complete the sentence: I would be more actively engaged if...
9. Black women and girls in DE are better because of NC100BW-DE's presence in the state.
10. How might the DE Chapter deepen our impact to improve the lives of Black women and girls?

*Part 2:*

11. Share 1-2 examples of significant milestones/accomplishments that you are proud of since becoming a member in the DE Chapter.
12. What do you enjoy most about being a member?
13. What do you enjoy the least about being a member?
14. How knowledgeable are you about the national agenda and programs?
15. Select any topics you may be interested in learning more about.
16. What aspects of Chapter business would you like to have more involvement in decision-making?
17. How informed are you concerning how annual dues are spent for DE Chapter business?
18. Complete the following sentence: Annual dues for General Members at \$200 are...
19. Complete the following sentence: Annual dues for Affiliate Members at \$300 are...
20. Do you plan to renew your membership for 2019-2020?

The membership dialogue provided rich discussion about the ways in which NC100BW-DE can address member concerns and mobilize their current members around their strategic priorities. Some suggestions shared included: providing a member mentorship program; increasing communication across various platforms; increasing member-bonding activities; and identifying, recruiting, and training strong committee leaders. Participants were also able to provide feedback to the Membership Committee about their strategic action plan in the area of recruiting new members.

[Please see **Appendix A** for the responses for Parts 1 & 2 of the Membership Survey.]

*NC100BW-DE Accomplishments Review*

Participants were able to review what NC100BW-DE has accomplished since their last strategic plan (2018-2021). These accomplishments were derived from their 2018 & 2019 National Standards Reports submitted to the national office of NCBW. NC100BW-DE reported accomplishments in the following areas:



- Financial Compliance
- Leadership Development
- Chapter/Membership Development
- Communications
- Alliances
- Fund/Resource Development
- Programming
  - Education
    - 100 Bridges Mentoring Program
    - Dr. Theresa D. Drummond Scholarship Program
  - Economic Empowerment
  - Health
  - Advocacy/Public Policy/Research
    - Mary Ann Shadd Cary and Margaret Rose Henry Civic Engagement Program
    - Research Project – The State of Our Union: Black Women and Girls in Delaware

A huge accomplishment to note is that NC100BW-DE earned the *Model Chapter Award* at the 2019 NCBW Bicentennial Conference.

[Please see **Appendix B** for a description of NC100BW-DE’s accomplishments.]

### *NCBW National Strategic Priorities*

In preparation for completing the action plans for NC100BW-DE’s strategic plan for 2021-2024, participants reviewed the national strategic priorities of NCBW. NCBW’s strategic priorities cover the following areas:

- Health
- Education
- Economic Empowerment
- Strategic Alliances
- Civic Engagement
- 2020 Census

[Please see **Appendix C** for a detailed description of NCBW’s National Strategic Priorities.]

### *Leadership Succession Planning*

It was very important to NC100BW-DE’s leadership committee that a discussion about leadership succession planning be included on the retreat agenda. During 2021-2024, the executive leadership of NC100BW-DE will transition out of their positions because the term for several chapter leaders

will expire - notably, the chapter President. The terms for committee leaders will also rotate, and new leaders will need to be identified for vacated positions.

It is believed that identifying members who may consider a leadership role in NC100BW-DE may be challenging because a majority of their active members have been members for less than three (3) years. Being a new member is a potential barrier because new members may not feel confident in volunteering for a leadership role. In addition, it was expressed that there are seasoned members who lack the confidence to volunteer for a leadership role.

Currently, NC100BW-DE uses a co-chair structure for all leadership positions. A co-chair structure was instituted to allow the opportunity for novice members to be mentored by more seasoned members. However, it is believed that this model has not been operationalize to its fullest potential because a few committee leaders and members have been inconsistent in their duties.

The discussion lead to the following suggestions for leadership succession of NC100BW-DE:

- Define the type of leaders needed (i.e. appointed, volunteer, etc.).
- Develop creative ways to get members to be active in committee work; this would make it easier to identify potential leaders.
- Develop a leadership pipeline for each office and committee; identify potential leaders early.
- Be intentional about building and continuing the co-chair structure for each office and committee.
- Provide ongoing opportunities for members to think about their role in the chapter (current and potential roles).
- Develop a formal leadership training program.

After the leadership succession planning discussion, the members present recited NC100BW-DE's Membership Pledge as a reminder of the commitment(s) they made during their membership intake process.

## **STRATEGIC GOAL SETTING PROCESS & ACTION PLANS**

The strategic goal setting process used for this strategic plan mirrored the goal setting process used to complete the 2018-2021 strategic plan. After discussing the specific topics mentioned above, several committees were asked to convene with their committee affiliations to finalize their target area's action plan.

Where relevant, it was requested that each action plan include: goals, strategies/tasks related to each goal, expected outcomes for each strategy/task, and an implementation timeframe.

Below are the action plans that were created. These action plans will serve as the driving force that NC100BW-DE will use to address the unique needs of Black women and girls in Delaware, for the next 3 years:

## **Membership**

Goal #1: Increase active membership to over 100 members.

*Strategy/Task*: Recruit at all NCBW events to increase awareness about membership.

Goal #2: Increase membership benefits.

*Strategy/Task*: Research the benefits offered on a national level.

Goal #3: Create a plan for membership retention, reclamation, and leadership development.

*Strategies/Tasks*:

- Identify member trends for attendance and member satisfaction
- Host membership interest events and provide marketing materials at other organizations' events, where appropriate.
- Create more sisterly bonding/relationship building activities (i.e. movie & dinner events, shows, and retreats, based on member interest).
- Make personal contact for more than three (3) absences.
- Promote national advocacy networking with organizations.
- Promote association with professional African-American women; and affiliation with the community.
- Increase opportunities to leverage members' skills and talents - create a talent bank.
- Survey members annually as a retention strategy.
- Create ongoing personal and professional development opportunities.
- Increase marketing and public relations efforts (i.e. NC100BW-DE walks).
- Establish an annual calendar of events.
- Identify/participate in events with like-minded organizations that support NC100BW-DE mission/vision.
- Formalize professional event planning management.
- Research examples of chapter achievement/recognition programs to honor members and recommend adoption/implementation.

*Expected Outcomes*:

- Gain a better understanding of how to retain members.
- Heightened community awareness of NC100BW-DE.

- Reconnection with valuable past members.
- Develop leaders to provides a stronger membership base.

### **Fund Development & Fundraising**

Goal #1: Secure funding for the NC100BW-DE Chapter and continue name recognition for the organization through several different event modes.

*Strategies/Tasks:*

- Execute Signature Fundraiser – Gentlemen’s Cook-Off (as directed by the membership every other year).
- Execute varying event activities under the Badge of ‘Diamonds and Denim’.

*Expected Outcome:*

- The creation of large attendance following each event, which provides the funding goals set.

Goal#2: Increase the percentage of funding from sources that would not typically attend fundraising events.

*Strategies/Tasks:*

- Establish an Annual Giving Campaign.
- Maintain immediate response marketing to participate in all ‘Giving Days’.

*Expected Outcome:*

- The creation of an annual stream of income/support from a group of individuals who would not normally attend NC100BW-DE fundraising events.

Goal #3: Maintain a process for collecting information about relevant funding organizations.

*Strategies/Tasks:*

- Design a database of funding organizations.
- Align the organizations within the database with a funding request calendar.
- Utilize the information gathered and calendar to support NC100BW-DE grant writing efforts.

*Expected Outcome:*

- To establish and maintain a database repository of information pertaining to organizations that would serve as a funding source of organizations focused on Black women and girls (Black Families), as well as NC100BW-DE chapter's public policy and advocacy efforts.

Goal #4: Maintain the protocol for grant writing for specific NC100BW-DE programming.

*Strategies/Tasks:*

- Develop a case statement for NC100BW-DE Chapter.
- Create grant writing templates based on the program, advocacy, and civic engagement focus areas.
- Execute grant writing based on database of funding organizations.
- Follow calendar from database when determining the timing and number of grants to be written.

*Expected Outcome:*

- Members of the committee, and general body members, will understand and utilize the protocol to submit grant applications.

### **Economic Empowerment**

Goal #1: Increase awareness and access to financial literacy information to support the economic stability of Black women and girls.

*Strategy/Task:*

- Conduct Financial Literacy 101 & 102 training and education sessions:
  - Financial Literacy 101 Topics
    - how money works
    - understanding credit
    - how to budget and save
  - Financial Literacy 102 Topics
    - debt management
    - bankruptcy
    - credit repair
    - salary negotiations

*Expected Outcome:*

- Greater understanding of the basics as it pertains to finances and personal money management.

Goal #2: Increase the awareness and access to wealth building strategies.

*Strategies/Tasks:*

- Sister-nomic\$ Tea
- Conduct wealth-building training and education sessions.

*Expected Outcome:*

- Greater understanding of net worth, investing, savings, homeownership, entrepreneurship, and salary/pay equity.

Goal #3: Increase the percentage of established (and support the sustaining of) African-American women-owned businesses in Delaware.

*Strategies/Tasks:*

- Sister-nomic\$ Tea
- Conduct training and education sessions that focus on entrepreneurial resources for small businesses.

*Expected Outcomes:*

- The establishment and funding of a small business micro-grant program.
- Greater understanding of business planning, scaling up, and supporting NCBW sisters who are business owners.

Goal #4: Build strategic alliances to develop advocacy/public policy activities focused on economic empowerment.

*Strategy/Task:*

- Promote policy initiatives that focus on supplier diversity, pay equity, predatory lending, and fair credit practices.

*Expected Outcome:*

- Greater understanding of these policy issues for both members and non-members.

## **Education**

Goal #1: Increase the number of Black women and girls who complete their high school diploma/GED or post-secondary education/training.

*Strategies/Tasks:*

- Conduct College Readiness 101 & 102 programming (continue to run 101 and develop and run 102).
- Identify and target a cohort of students to promote programming.
- Partner with another organization (possibly a sorority who has an existing program) to disseminate a survey two (2) times per year.
- Partner with a technic training program and conduct programming that targets non-traditional students (i.e. financial training; attending college to enhance career options; etc.).

Goal # 2: Advocate for equitable funding in education in the state of Delaware.

*Strategies/Tasks:*

- Work with the ACLU to elevate the lawsuit that was presented by the ACFL and the NAACP (have a guest speaker).
- Write Op-eds in The News Journal.
- Elevate relevant issues via social media or other avenues (i.e. school referendums, etc.):
  - Partner with other events
  - Provide resources for parents to better understand the issues

Goal #3: Increase the applicant pool for NC100BW-DE scholarships.

*Strategies/Tasks:*

- Promote scholarship opportunities at every NC100BW-DE event.
- Partner with the scholarship committee to further market scholarship opportunities.
- Dedicate a recipient from the 100 Bridges cohort to receive a scholarship.

Goal #4: Lead the development, execution, and expansion of the 100 Bridges program in Delaware.

*Strategies/Tasks:*

- Expand to one new location.
- Recruit and begin training new program facilitators.

- Promote the success of New Castle County membership participation to ensure success of program expansion (minimum 5 members per event).

## **Health**

Goal #1: Continue to raise awareness about Breast Cancer prevention and the different forms of tumors, including Triple Negative Breast Cancer (an aggressive type that predominates black women).

### *Strategies/Tasks:*

- Build strategic alliances to identify resources and a talent pool.
- Organize, host, and conduct training and education sessions to build and increase awareness about Breast Cancer issues related to Black women and girls (Black families).

### *Expected Outcome:*

- To improve the health outcomes of Black women and develop a free mobile mammogram program to help Black women and girls in low-income areas.

Goal #2: Continue to raise awareness about Metabolic Syndromes, such as diabetes, excess body fat, hypertension, and prevention.

### *Strategies/Tasks:*

- Work collaboratively with Black Nurses Rock-DE Chapter and develop new partnerships to support Black women interested in living healthier lives.
- Develop an annual program with free blood screening tests in each county.

Goal #3: Host a mental health program that fights stigma and reveals data related to Black women and girls (Black families), and discuss Femicide (the impact of crime and trauma among Black women).

### *Strategies/Tasks:*

- Partner with local therapists, NC001BW-DE's Education Committee, and other organizations to discuss the quality of life for Black women and girls.
- Host an exercise program such as yoga to help eliminate stress and promote mental wealth.



*Expected Outcome:*

- Establish and maintain an online resource on NC100BW-DE's website and/or create/publish a pamphlet of African-American mental health therapists in Delaware.

Goal #4: Prevent/Decrease maternal mortality rates among Black women and girls, as well as address: reproductive issues before pregnancy, prenatal care, and post-maternal health.

*Strategies/Tasks:*

- Help Black women and girls navigate through the healthcare system by offering an informative session with local professionals.
- Educate NC100BW-DE's membership and the public on women's health rights.

*Expected Outcomes:*

- The public will learn and feel empowered to raise questions when healthcare issues arise.
- The public will learn how to address problems by reporting misconduct to the proper departments/authorities.

**Public Policy/Advocacy**

Goal #1: Serve as a policy subject-matter expert to support the strategic goals of NC100BW-DE.

*Strategies/Tasks:*

- Build strategic alliances to develop an advocacy/public policy platform focused on economic empowerment, education, health, and political leadership.
- Build strategic alliances to identify resources and a talent pool.
- Conduct training and education sessions to build and increase awareness about public policy issues related to Black women and girls (Black families).
- Maintain a one-page informational document with NC100BW-DE's priorities and relevant data.
- Develop a legislative report card.
- Call for papers regarding Black women and girls in areas where there is limited data.

*Expected Outcome:*

- The creation of a funded and staffed Black Women and Girls Think Tank.

Goal #2: Increase the percentage of Black women engaged in the political process and serving in key leadership roles.

*Strategies/Tasks:*

- Work collaboratively with the Fund Development committee to raise funding for training to prepare and support Black women interested in serving in key leadership roles.
- Maintain the Mary Ann Shadd Cary and Senator Margaret Rose Henry Civic Engagement Program.

*Expected Outcome:*

- Black women will be represented in each county of government in senior-level leadership roles (elected and appointed).

Goal #3: Maintain a process for collecting relevant research and data related to Black women and girls (Black families), and define the methodology for the dissemination of information.

*Strategies/Tasks:*

- Mobilize allies, stakeholders, advocates, and lawmakers to address disparities identified in the NC100BW-DE publication, entitled: *The State of Our Union: Black Women and Girls in Delaware*.
- Conduct relevant research that will lead to a NC100BW-DE publication, entitled: *The State of Our Union: Black Girls in Delaware*.

*Expected Outcome:*

- Establish and maintain an online repository of information pertaining to Black women and girls (Black families) that is accessible to the public and can be used to support statewide public policy and advocacy efforts.

Goal #4: Maintain the protocol for responding to policies, legislation, and practices that impact Black women and girls (Black families).

*Strategies/Tasks:*

- Develop a legislative watch process in conjunction with the NC100BW-DE program committees.
- Educate membership on the protocol on a monthly basis.

- Educate the public on the protocol, as requests are received.
- Evaluate the protocol on an annual basis.

*Expected Outcome:*

- NC100BW-DE members and non-members (organizations and individuals) will understand and utilize the protocol to submit public policy and advocacy requests.

[Please see **Appendix D** for a template of the Discussion Guide and Worksheet, and **Appendix E** for the action plan charts that were created.]

### **ACKNOWLEDGEMENTS**

This strategic planning document would not be possible without the extraordinary commitment, support, and engagement from all of the members of NC100BW-DE who participated in the planning meeting and all-day retreat.

A special thanks goes to:

- Ellyn Moore, Joyce Powell, Dr. Doris Griffin, Kimberley Chambers, Valerie Brown-Baul, Elizabeth Smith, and Vanessa Jones for retreat logistics;
- NC100BW-DE President Raye Jones-Avery, for her dynamic leadership and unwavering commitment to the cause of Black women and girls in Delaware;
- Dr. Adrienne Bey, LCSW, SHRM-SCP (contracted consultant), for facilitating the strategic planning process and authoring this report; and
- The committee chairs, co-chairs, and members who worked tirelessly to develop the action plans that will drive the agenda of NC100BW-DE programming for the next 3 years:
  - Membership: Ellyn Moore & Joyce Powell
  - Fund Development/Fundraising: Melanie Daniels & Montrell Ward
  - Economic Empowerment: Latisha Bracy
  - Education: Tamara Smith
  - Health: Nichelle Polston
  - Public Policy/Advocacy: Dionna Sargent & Cimone Philpotts
  - Scholarship: Angelique Dennis
  - 100 Bridges: Taria Pritchett

**Approved 5/2020**

## APPENDIX A

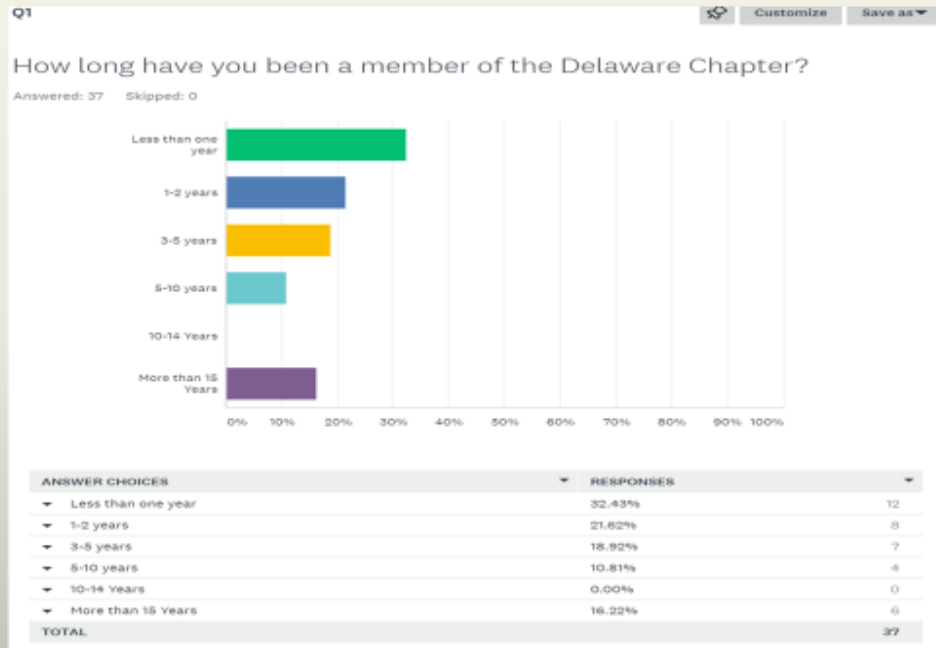
### NC100BW-DE Membership Survey Results Fall 2019

**Responses = 37**

**<5 Years = 73%**

**<1 Year = 32%**

**>15 Years = 16%**



**Responses = 36**

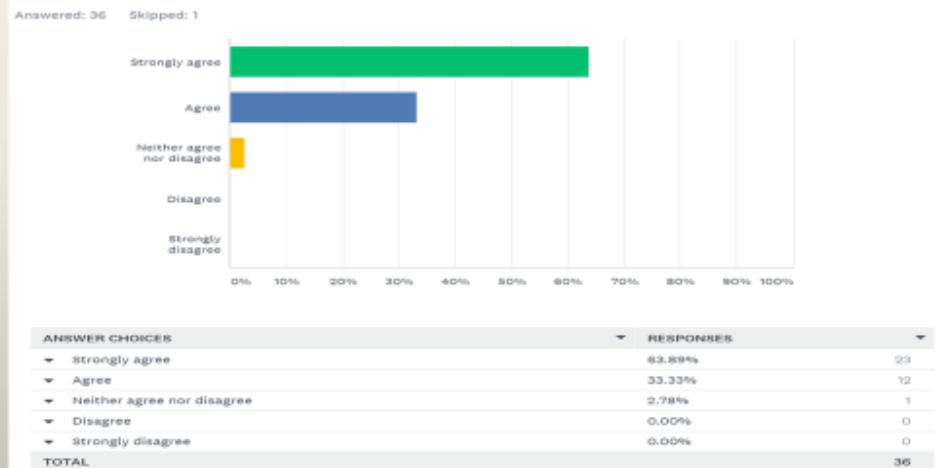
**Skipped = 1**

**Strongly Agree = 64%**

**Agree = 33%**

**Neither = 3% (1)**

When reflecting on our mission "To advocate on behalf of Black women and girls through national and local actions and strategic alliances that promote leadership development and gender equity in the areas of health, education and economic empowerment." (Please select your response to the statement below and responses to questions 3 and 4, as it relates to our mission:)NC100BW Delaware Chapter's Programming supports the mission.



**Responses = 37**

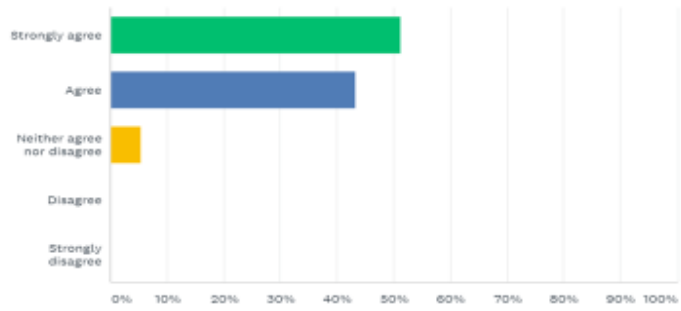
**Strongly Agree = 51%**

**Agree = 43%**

**Neither = 5% (2)**

I have opportunities to contribute to Chapter Programming in support of the mission.

Answered: 37 Skipped: 0



ANSWER CHOICES	RESPONSES
Strongly agree	51.35% 19
Agree	43.24% 16
Neither agree nor disagree	5.41% 2
Disagree	0.00% 0
Strongly disagree	0.00% 0
<b>TOTAL</b>	<b>37</b>

**Responses = 37**

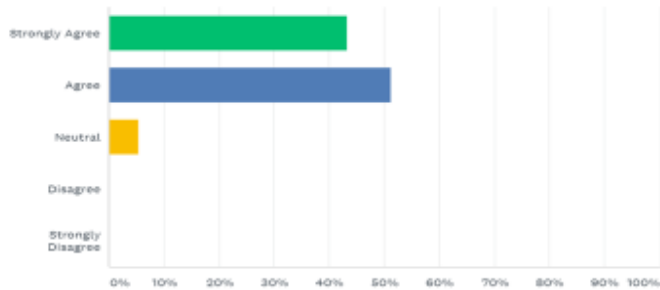
**Strongly Agree = 43%**

**Agree = 51%**

**Neutral = 5% (2)**

I have opportunities to contribute to Chapter Advocacy in support of the mission.

Answered: 37 Skipped: 0



ANSWER CHOICES	RESPONSES
Strongly Agree	43.24% 16
Agree	51.35% 19
Neutral	5.41% 2
Disagree	0.00% 0
Strongly Disagree	0.00% 0
<b>TOTAL</b>	<b>37</b>

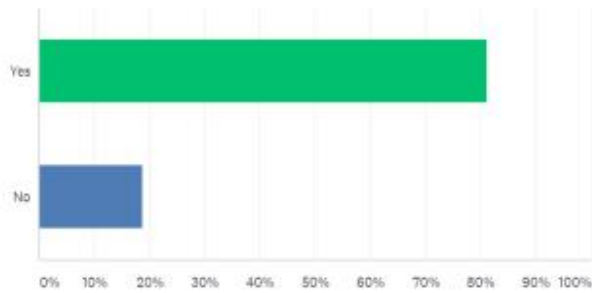
**Responses = 37**

**Yes = 81%**

**No = 19% (7)**

I participate and am actively engaged with (1) or more Committees.

Answered: 37 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	81.06%	30
No	18.92%	7
<b>TOTAL</b>		<b>37</b>

**Responses = 32**

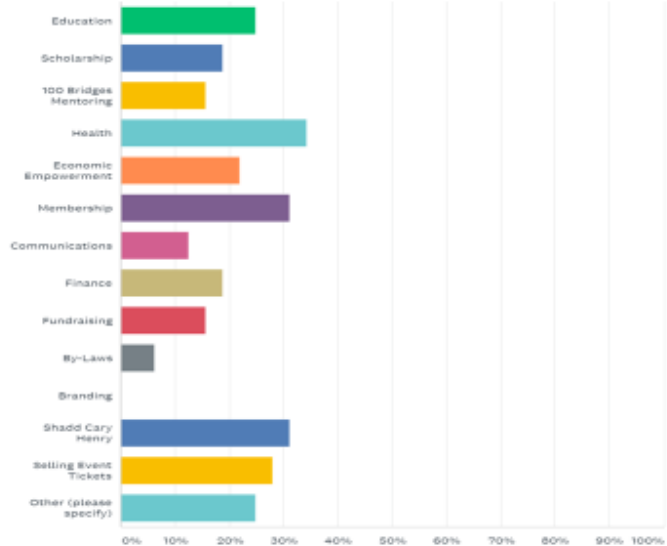
**Skipped = 5**

**Health, Membership,  
Shadd Cary and  
Henry > 30%**

**By-Laws < 10%**

If Yes (select all that apply to your active engagement)

Answered: 32 Skipped: 5



**Responses = 7**  
**Skipped = 30**

- I would like to meet a committee leader in person, deepen the relationship and identify concrete ways I can contribute
- I do not receive emails about committee meetings
- Family illness and deaths; opportunities to contribute without being at set meetings
- The education committee conflicted with the times [I teach]. The schedule is different starting Sept and I should be able to come
- Assign a partner to aid in transitioning from one chapter to another

If no, share what prevents your active engagement and what leadership may do to increase your level of activity.

Answered: 7 Skipped: 30

RESPONSES (7) WORD CLOUD TAGS (0) Sentiments: OFF

Apply to selected Filter by tag Search responses

Showing 7 selected responses

- ✓ N/A  
8/27/2019 6:38 PM [View respondent's answers](#) [Add tags](#)
- ✓ I would like to meet committee leader in person, deepen the relationship and identify concrete ways I can contribute.  
8/27/2019 6:33 PM [View respondent's answers](#) [Add tags](#)
- ✓ I do not receive emails about committee meetings  
8/27/2019 6:31 PM [View respondent's answers](#) [Add tags](#)
- ✓ family illness & deaths; opportunities to contribute without being at set meetings  
8/20/2019 12:17 AM [View respondent's answers](#) [Add tags](#)

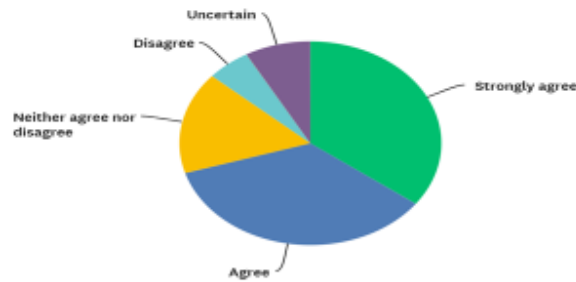
Please complete this sentence "I would be more actively engaged if \_\_\_\_\_"

Answered: 24 Skipped: 13

- I could have more hands on participation/training
- If I was not actively committed to four (4) other organizations including my church
- I plan better and more opportunities for online mtg [bs] in person
- I desire to be, which I am because I Love ❤️ this organization
- I knew when meetings were and when events were hosted
- I can participate in service-driven activities
- I had more time (3X)
- There were more community outreach events
- My schedule permitted (2X)
- I could do some things remotely that are tied to a specific schedule
- My chapter was more organized
- It were not for the distance
- I were not involved in other service and advocacy activities with other entities
- I received support from NCBW in my personal endeavors
- I had more time (2X)
- We had a more consolidated calendar
- I want to see more sisters be actively engaged. Most of the work falls on a faithful group of 25 out of 71 members; [members] not keeping with the oath taken
- If meetings and reminders did not appear as though they were last minute or there was stronger follow up when requests are made

Black women and girls in Delaware are better because of NC100BW DE's presence in the state.

Answered: 37 Skipped: 0



ANSWER CHOICES	RESPONSES
Strongly agree	35.14% 13
Agree	35.14% 13
Neither agree nor disagree	16.22% 6
Disagree	5.41% 2
Strongly disagree	0.00% 0
Uncertain	8.11% 3
<b>TOTAL</b>	<b>37</b>

Responses = 37

Strongly Agree = 35%

Agree = 35%

Neither = 16% (6)

Disagree = 5% (2)

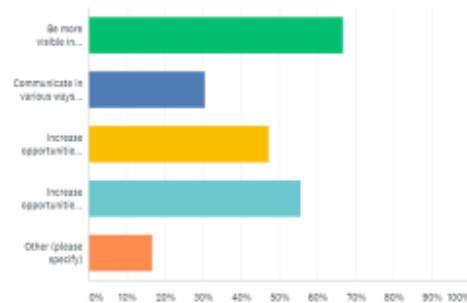
Responses = 36

Skipped = 1

- Improve information regarding location, advocacy programming, publicized annual report, etc.
- Survey black women and (especially) girls about how we can best engage them
- Support member entrepreneurs and non- member affiliates
- Be more visible in statewide - what????
- It's not enough just to have legislative days in Dover and on Capitol Hill. To truly advocate, we should be influencing policy. That means when we go to Capitol Hill and to Dover, we need to look for a yes or no vote on very specific bills; or, we need to write our own bills and advocate for them.

How might the DE Chapter deepen our impact to improve the lives of Black Women and Girls?

Answered: 36 Skipped: 1



ANSWER CHOICES	RESPONSES
Be more visible in statewide	66.67% 24
Communicate in various ways about Chapter Programs and Advocacy	30.56% 11
Increase opportunities to directly interact with black women by expanding programs	47.22% 17
Increase opportunities to directly interact with black girls by expanding programs	55.56% 20
Other (please specify)	Responses 16.67% 6
<b>Total Respondents:</b>	<b>36</b>



## Part 2: Survey Prompts

1. Share 1-2 examples of significant milestones/accomplishments that you are proud of since becoming a member in the DE Chapter.
2. What do you enjoy most about being a member?
3. What do you enjoy the least about being a member?
4. How knowledgeable are you about the national agenda and programs?
5. Select any topics you may be interested in learning more about.



## Part 2: Survey Prompts

6. What aspects of Chapter business would you like to have more involvement in decision making?
7. How informed are you concerning how annual dues are spent for DE Chapter business?
8. Complete the following sentence: Annual dues for General Members at \$200 are...
9. Complete the following sentence: Annual dues for Affiliate Members at \$300 are...
10. Do you plan to renew your membership for 2019-2020?



**Q #1: Share 1-2 examples of significant milestones/accomplishments that you are proud of since becoming a member in the DE Chapter.**

Responses = 26

Skipped = 7

- Theresa Drummond Scholarship
- The Gentlemen's Cookoff (4X)
- 100 Bridges Mentoring Program (2X)
- I'm proud to educate myself about politics of Delaware and the impact on black women and girls; also the sisterhood of my fellow members
- Implementing several new Health Education programs and helping to raise awareness with the assistance of dynamic women (4X)
- Meeting new sisters
- Contributing via donation to our Health initiatives
- My Sister's Keeper Committee (2X)
- State of Our Union Report (7X)
- Shadd Cary and Henry Program
- Advocacy work (4X)
- The move into data driven decisions
- The emergence of new chapter leaders
- Social media presence/communications
- Excellent fundraising to rebuild our resources has been outstanding
- Forming black women partnerships
- Participation in mental health program
- I am proud of my role in helping to make the Economic Empowerment Committee active again. I'm also proud to serve on the Scholarship Committee helping to decide which students 'fu tures' we are going to support
- Diamonds and Denim

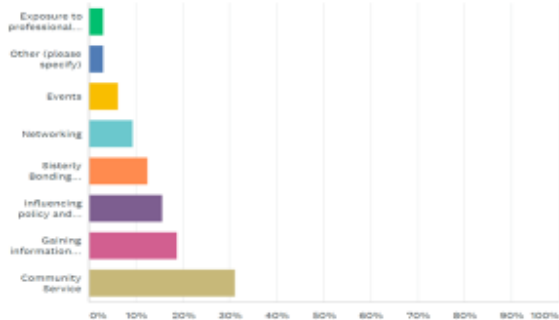
Responses = 32

Skipped = 1

- > 30% Community Service
- Helping our girls & witnessing their beautiful growth

**What do you enjoy most about being a member?**

Answered: 32 Skipped: 1

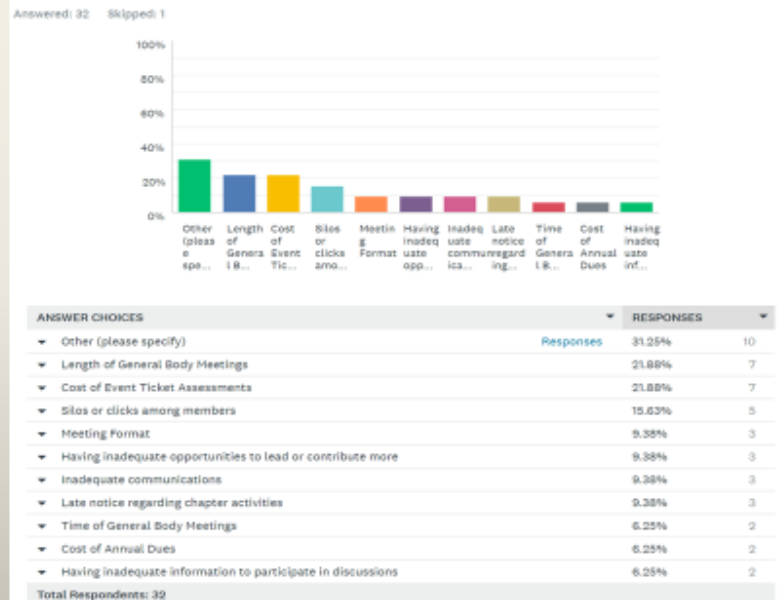


ANSWER CHOICES	RESPONSES
Exposure to professional opportunities	3.13% 1
Other (please specify)	3.13% 1
Events	6.25% 2
Networking	9.38% 3
Sisterly Bonding Activities	12.50% 4
Influencing policy and political affairs	15.62% 5
Gaining information about topics impacting Black women, girls and our families	18.75% 6
Community Service	31.25% 10
<b>TOTAL</b>	<b>32</b>

Responses = 32  
Skipped = 1

- > 30% Other
- >20% Length of Meetings
- >20% Cost of Events/Ticket Assessments
- >15% Silos or Cliques

### What do you enjoy the least about being a member?



### Q #3: What do you enjoy the least about being a member?

Responses = 32  
Skipped = 1

- National mandates
- Lack of follow-up with members who left chapter
- Lack of active members; I'm leaving and will renew as Chapter Affiliate possibly next year
- No complaints
- Few public-facing events that we initiate
- Lack of full membership support of all events and actions
- Withholding of information in order to be in control; people shutting down when decisions are not to their liking; dishonesty
- Sometimes the women, particularly in leadership can be very nasty toward each other and other members. Leadership can be condescending, rude, hostile, and dismissive. There is an awful lot of backbiting and gossiping that goes on in the Delaware chapter. There isn't even an attempt to be discreet about it. I've seen how this has affected newer members and several have left the chapter because of it.
- Lack of participation from entire body; some core people seem to always work OUR events; will eventually lead to burnout or disinterest
- How dues are not paid timely and positions are still held

Responses = 33

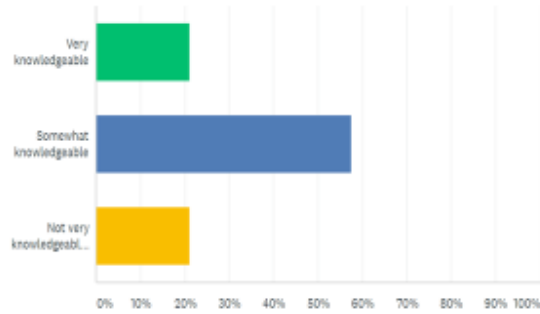
Very = 21%

Somewhat = 58%

Not Very = 21%

### How knowledgeable are you about the National Agenda and Programs?

Answered: 33 Skipped: 0



ANSWER CHOICES	RESPONSES
Very knowledgeable	21.21% 7
Somewhat knowledgeable	57.58% 19
Not very knowledgeable but would like more information	21.21% 7
<b>TOTAL</b>	<b>33</b>

Responses = 30

Skipped = 3

Gender Equity = 50%

Advancing Economic Opportunity = 30%

Health = 30%

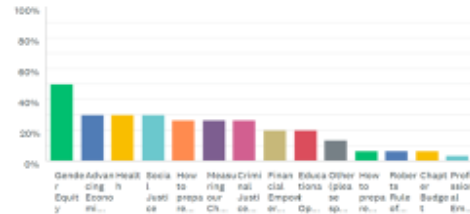
Social Justice = 30%

<4% Professional Employment Opportunities

- More chapter member participation in events; we should all be working during events
- Housing
- Violence Prevention
- Sex Trafficking
- Adoption

### Select any topics you may be interested in learning more about:

Answered: 30 Skipped: 3



ANSWER CHOICES	RESPONSES
Gender Equity	50.00% 15
Advancing Economic Opportunity to Close the Racial Wealth Divide	30.00% 9
Health	30.00% 9
Social Justice	30.00% 9
How to prepare for chapter leadership roles	26.67% 8
Measuring our Chapter Impact	26.67% 8
Criminal Justice Reform	26.67% 8
Financial Empowerment	20.00% 6
Educational Opportunities	20.00% 6
Other (please specify)	13.33% 4
How to prepare for national leadership opportunities	6.67% 2
Roberts Rule of Order	6.67% 2
Chapter Budget	6.67% 2
Professional Employment Opportunities	2.33% 1
<b>Total Respondents: 30</b>	

## What aspects of Chapter Business would you like to have more involved decision making?

Answered: 15 Skipped: 18

- Programs for girls
- All are appropriate
- Charity work
- Scholarships
- Fundraising...member input very limited
- There is never any buy-in for what kind of fundraisers we are going to hold and I think that contributes to the lack of participation in our fundraisers. I think we need to discuss different ideas as a large group and then vote on which fundraisers we are going to implement.
- None (4X)
- Not sure (2X)

**Responses = 32**

**Skipped = 1**

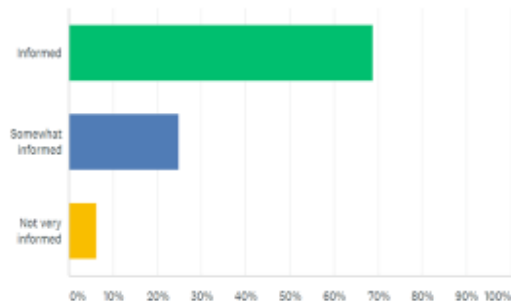
**Informed = 69%**

**Somewhat = 25%**

**Not Very = 6%**

## How informed are you concerning how annual dues are spent for DE Chapter business?

Answered: 32 Skipped: 1



ANSWER CHOICES	RESPONSES
▼ Informed	68.75% 22
▼ Somewhat informed	25.00% 8
▼ Not very informed	6.25% 2
TOTAL	32

**Responses = 33**

**Affordable = 55%**

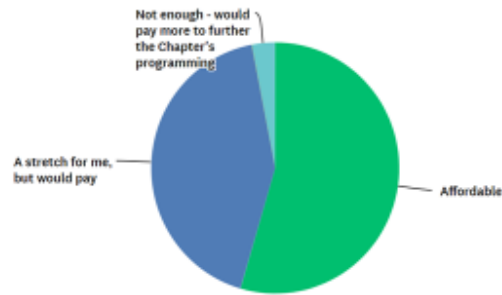
**A stretch for me, but would pay = 42%**

**Not affordable = 0%**

**Not enough = 3% (1)**

Complete the following sentence.....Annual Dues for General Members at \$200.00 are:

Answered: 33 Skipped: 0



ANSWER CHOICES	RESPONSES
▼ Affordable	54.55% 18
▼ A stretch for me, but would pay	42.42% 14
▼ Not affordable	0.00% 0
▼ Not enough - would pay more to further the Chapter's programming	3.03% 1
<b>TOTAL</b>	<b>33</b>

**Responses = 28**

**Skipped = 5**

**Affordable = 43%**

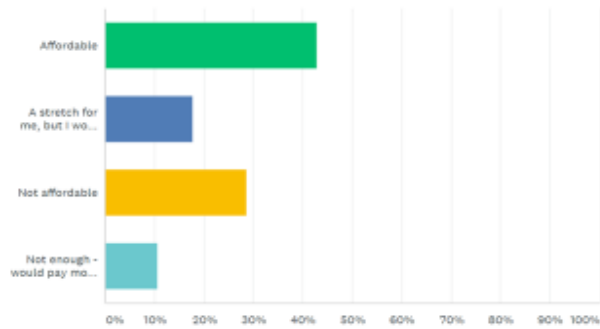
**A stretch for me, but would pay = 18%**

**Not affordable = 29%**

**Not enough = 11% (3)**

Complete the following sentence.....Annual Dues for Affiliate Members at \$300.00 are:

Answered: 28 Skipped: 5



ANSWER CHOICES	RESPONSES
▼ Affordable	42.86% 12
▼ A stretch for me, but I would pay	17.86% 5
▼ Not affordable	28.57% 8
▼ Not enough - would pay more to further the Chapter's programming	10.71% 3
<b>TOTAL</b>	<b>28</b>

**Responses = 32**

**Skipped = 1**

**Yes = 88%**

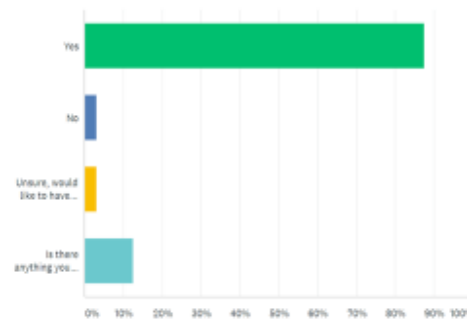
**No = 3%**

**Unsure = 3%**

- I'll renew but will be focused on passing the baton and engaging as an Affiliate Member in the near future
- I have not decided yet whether I will renew my membership; probably yes
- I appreciate the women who give their all to advance the mission. If you are unable to be active, contribute more financially to help get the work done
- I enjoy serving the Delaware Chapter but have unrelated reasons for not renewing my membership next year

Do you plan to renew your membership for 2019-2020? (Check all that apply and add a comment if you select the last response.)

Answered: 32 Skipped: 1



ANSWER CHOICES	RESPONSES
Yes	87.50% 28
No	3.13% 1
Unsure, would like to have a private discussion	3.13% 1
Is there anything you would like to share that hasn't been covered?	Responses 12.50% 4
Total Respondents: 32	

# Barriers to Member Engagement



**Responses = 7**  
**Skipped = 30**

- I would like to meet a committee leader in person, deepen the relationship and identify concrete ways I can contribute
- I do not receive emails about committee meetings
- Family illness and deaths; opportunities to contribute without being at set meetings
- The education committee conflicted with the times [I teach]. The schedule is different starting Sept and I should be able to come
- Assign a partner to aid in transitioning from one chapter to another

If no, share what prevents your active engagement and what leadership may do to increase your level of activity.

Answered: 7 Skipped: 30

RESPONSES (7) WORD CLOUD TAGS (0) Sentiments: OFF

Apply to selected Filter by tag Search responses

Showing 7 selected responses

- ✓ N/A  
8/27/2019 6:38 PM [View respondent's answers](#) [Add tags](#)
- ✓ I would like to meet committee leader in person, deepen the relationship and identify concrete ways I can contribute.  
8/27/2019 6:33 PM [View respondent's answers](#) [Add tags](#)
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8/27/2019 6:31 PM [View respondent's answers](#) [Add tags](#)
- ✓ family illness & deaths; opportunities to contribute without being at set meetings  
8/20/2019 12:17 AM [View respondent's answers](#) [Add tags](#)

Please complete this sentence "I would be more actively engaged if \_\_\_\_\_"

Answered: 24 Skipped: 13

- I could have more hands on participation/training
- If I was not actively committed to four (4) other organizations including my church
- I plan better and more opportunities for online mtg [bs] in person
- I desire to be, which I am because I Love ❤️ this organization
- I knew when meetings were and when events were hosted
- I can participate in service-driven activities
- I had more time (3X)
- There were more community outreach events
- My schedule permitted (2X)
- I could do some things remotely that are tied to a specific schedule
- My chapter was more organized
- It were not for the distance
- I were not involved in other service and advocacy activities with other entities
- I received support from NCBW in my personal endeavors
- I had more time (2X)
- We had a more consolidated calendar
- I want to see more sisters be actively engaged. Most of the work falls on a faithful group of 25 out of 71 members; [members] not keeping with the oath taken
- If meetings and reminders did not appear as though they were last minute or there was stronger follow up when requests are made



### Q #3: What do you enjoy the least about being a member?

Responses = 32

Skipped = 1

- National mandates
- Lack of follow-up with members who left chapter
- Lack of active members; I'm leaving and will renew as Chapter Affiliate possibly next year
- No complaints
- Few public-facing events that we initiate
- Lack of full membership support of all events and actions
- Withholding of information in order to be in control; people shutting down when decisions are not to their liking; dishonesty
- Sometimes the women, particularly in leadership can be very nasty toward each other and other members. Leadership can be condescending, rude, hostile, and dismissive. There is an awful lot of backbiting and gossiping that goes on in the Delaware chapter. There isn't even an attempt to be discreet about it. I've seen how this has affected newer members and several have left the chapter because of it.
- Lack of participation from entire body; same core people seem to always work OUR events; will eventually lead to burnout or disinterest
- How dues are not paid timely and positions are still held

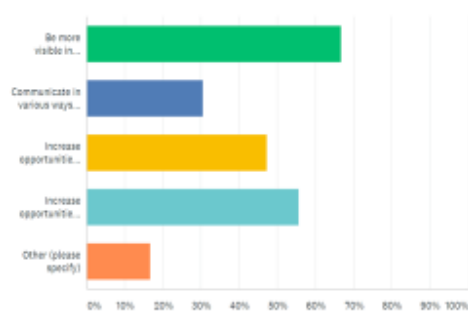
Responses = 36

Skipped = 1

- Improve information regarding location, advocacy programming, publicized annual report, etc.
- Survey black women and (especially) girls about how we can best engage them
- Support member entrepreneurs and non- member affiliates
- Be more visible in statewide - what????
- It's not enough just to have legislative days in Dover and on Capitol Hill. To truly advocate, we should be influencing policy. That means when we go to Capitol Hill and to Dover, we need to look for a yes or no vote on very specific bills; or, we need to write our own bills and advocate for them.

#### How might the DE Chapter deepen our impact to improve the lives of Black Women and Girls?

Answered: 36 Skipped: 1



ANSWER CHOICES	RESPONSES
Be more visible in statewide	66.67% 24
Communicate in various ways about Chapter Programs and Advocacy	30.56% 11
Increase opportunities to directly interact with black women by expanding programs	47.22% 17
Increase opportunities to directly interact with black girls by expanding programs	55.56% 20
Other (please specify)	Responses 16.67% 6
Total Respondents: 36	

**Responses = 32**

**Skipped = 1**

**Yes = 88%**

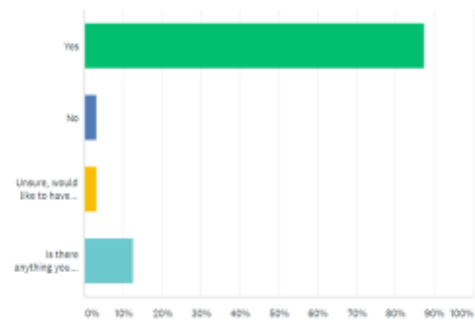
**No = 3%**

**Unsure = 3%**

- I'll renew but will be focused on passing the baton and engaging as an Affiliate Member in the near future
- I have not decided yet whether I will renew my membership; probably yes
- I appreciate the women who give their all to advance the mission. If you are unable to be active, contribute more financially to help get the work done
- I enjoy serving the Delaware Chapter but have unrelated reasons for not renewing my membership next year

Do you plan to renew your membership for 2019-2020? (Check all that apply and add a comment if you select the last response.)

Answered: 32 Skipped: 1



ANSWER CHOICES	RESPONSES
Yes	87.50% 28
No	3.13% 1
Unsure, would like to have a private discussion	3.13% 1
Is there anything you would like to share that hasn't been covered?	Responses 12.50% 4
Total Respondents: 32	

## APPENDIX B

### NC100BW-DE Accomplishments 2018 & 2019

## 2018 Accomplishments

### • Public Policy:

- Completed the *State of Our Union: Black Women and Girls in Delaware* research publication:
  - Hosted formal briefings of the research – over 500 Delawareans participated
  - Was presented Resolution No. 88 from the Delaware General Assembly, recognizing the Chapter's advocacy and leadership efforts in this area
- Created a Black Women and Girls Think Tank
- Piloted a new flagship initiative: Mary Anne Shadd Carey/Senator Margaret Rose Henry Civic Engagement Program, and secured \$13,325 in start-up funding.
- Designed a protocol for responding to policies, legislation, and practices that impact Black women and girls.



## 2019 Accomplishments

### • Public Policy:

- Hosted a Delaware Attorney General Candidate Forum
- House Bill 1: Submitted a letter of support to amend Delaware's constitution as it relates to pay equity. [Legislation passed on 1/16/2019]
- Senate Bill 22: Submitted a letter of support to amend the Delaware Code relating to the agreement among the states to elect the President by national popular vote. [Legislation passed on 3/14/2019]
- During Black Women's Maternal Health Week, submitted a *Maternal Health* Op-Ed to the Delaware News Journal that aimed to increase awareness of Black Women Maternal Mortality
- Submitted a *Black Women Running in Delaware* Op-Ed to the Delaware New Journal that aimed to increase awareness of the number of Black women who were running and/or newly elected for office.



## 2019 Accomplishments

### • Public Policy (cont.):

- Hosted a Chapter Legislative Day where State Senators and Representatives, including the House Majority Leader and Chair of Joint Finance Committee, spoke with the membership about legislation they are supporting or sponsoring that aligns with the Chapter's advocacy priorities. The Chapter was also recognized on the Senate and House floors and was allotted time to present the chapter's priorities.
- Hosted a *State of Our Union: Black Women and Girls in DE Community Stakeholder Roundtable* event.
- Hosted a *Black Women's Caucus Roundtable* with Delaware's Black women elected officials.
- Partnered with local organizations to host a New Castle County Candidate Forum/Debate and New Castle County School Board Meet the Candidates Forum.



## 2018 Accomplishments

### • Leadership Development:

- Engaged in an extensive strategic planning process that helped to align relevant strategic priorities with specific goals and strategies to address the unique needs of Black women and girls in Delaware.
- Adopted the NC100BW-DE 2018-2021 Strategic Plan.
- Provided the following chapter development content to members:
  - National NCBW History
  - The structure of U.S. Government
  - The structure of DE Government
  - The Legislative Process
  - Public Policy and Advocacy Planning
- Adopted a Public Policy/Advocacy Decision-Making Process



## 2019 Accomplishments

### • Leadership Development:

- 100 Bridges Mentoring Program workshops
- Leadership Training - Designed and copyrighted a 12-week leadership development and civic engagement training curriculum aptly named after 2 amazing Delaware civically engaged Black women – The Mary Anne Shadd Cary and Senator Margaret Rose Henry Civic Engagement Program:
  - One (1) cohort was conducted in New Castle County
  - One (1) cohort was conducted in Kent County
  - Thirty-eight (38) women were trained
- Supported the *Lions & Legends* event that honored Senator Margaret Rose Henry
- Supported the *Courage, Creativity & Change: A Blueprint for Diverse Leadership* event that honored Chapter President Raye Jones Avery



## 2018 Accomplishments

### • Chapter/Membership Development:

- Hosted membership interest events
- Accepted thirty-six (36) interest applications
- Created sisterly-bonding/relationship-building activities
- Promoted national advocacy networking with affiliate chapters during National Legislative Days
- Created a Chapter e-newsletter and distributed it to members and the general public
- Surveyed members as a retention strategy
- Created ongoing personal and professional development opportunities through hosting leadership forums



## 2018 Accomplishments

- **Chapter/Membership Development (cont.):**

- Identified and participated in forums with mission-aligned organizations
- Researched examples of chapter achievement/recognition programs to honor members
- Established a Chapter calendar of events

- **Communications:**

- Developed a Chapter communications plan
- Redesigned the NC100BW-DE website

- **Alliances:**

- Built strategic alliances to develop an advocacy/public policy platform focused on economic empowerment, education, health, and political leadership



## 2019 Accomplishments

- **Chapter/Member Development:**

- Hosted three (3) membership interest meetings
- Inducted sixteen (16) candidates
- Hosted a Membership Christmas Party
- Published a quarterly newsletter that highlighted members' accomplishments

- **Alliances:**

- Built strategic alliances to develop an advocacy/public policy platform focused on economic empowerment, education, health, and political leadership



## 2018 Accomplishments

### • Fund Development:

- Executed two (2) successful fundraisers netting \$8,702
- Researched and applied for the Fund for Women grant to establish the Mary Anne Shadd/Senator Margaret Rose Henry Civic Engagement Program

### • Health:

- Advocated for the passage of SB 131 and SB 151 related to insurance coverage of reproductive healthcare to provide private and government coverage for infertility services and contraceptives.
- Sponsored a *Stress and Breast Cancer Awareness* workshop
- Sponsored a *Stone Soul Picnic Health & Wellness* event



## 2019 Accomplishments

### • Fund Development:

- Met financial goals despite not hosting a second fundraiser for the year
- Financial support was gained from local business sponsorships, as well as in-kind donations for the *Gentleman's Cookoff*.

### • Health:

- Sponsored a health talk on *How to Reduce Your Breast Cancer Risk*, which raised awareness about four (4) different forms of breast cancer and highlighted the importance of early detection
- Hosted a *'Heart' Truth: Educate & Empower Session and Screening* event, which educated the public about the Metabolic Syndromes that are related to heart disease



## 2019 Accomplishments

### • Health (cont.):

- Sponsored a *Yoga Moves: Exercising for Obesity Elimination* event, which highlighted a form of mindfulness designed to reduce anxiety, stress, hypertension; as well as, help with obesity and diabetes
- Conducted a social media campaign to raise awareness about mental health and bring attention to the unique struggles of Black women who suffer in silence



## 2018 Accomplishments

### • Education:

- 100 Bridges Mentoring Program
- Hosted workshops that focused on advocating for equitable funding in education to remove disparities for Black girls in Delaware
- Hosted three (3) education advocacy presentations on *Equitable Public School Funding/ACL Lawsuit, Restorative Justice, and Public Education Leadership Views*
- Scholarships:
  - Partnered with other committees to promote the Dr. Theresa D. Drummond Scholarship Program - received 23 applications
  - Sponsored a workshop on how to prepare a competitive application
  - Chapter member Cimone Philpotts was awarded the Madame CJ Walker Scholarship and a computer to support her doctoral studies at U of D.





# 2019 Accomplishments

## • Education:

- 100 Bridges Mentoring Program:
  - Hosted the *Money, Money, Money: How Teen Girls Can Make Smart Money Moves* workshop with Karen Summa (Financial Empowerment Coach, Stand By Me DE)
  - Hosted a *Trap Yoga* session that focused on exercise and tips to minimize stress; and they had a discussion that focused on observing National Youth HIV/AIDS Day
  - Hosted a *Why Wait? Don't Procrastinate! Take Care of Your Selfie: Handling Stress, Procrastination, and Unhealthy Eating* workshop with Nicole Surrate, which covered the impact of stress on the body, as well as techniques to reduce procrastination and goal setting for educational needs
  - Hosted a *Know Your Rights* workshop that focused on self-advocacy as it relates to the criminal justice system



# 2019 Accomplishments

## • Education (cont.):

- Scholarships:
  - Promoted the Dr. Theresa D. Drummond Scholarship Program - received 14 applications
  - Conducted informational sessions to help Black women and girls identify college resources, scholarship opportunities, and submit a successful, higher quality scholarship application



## 2018 Accomplishments

### • Economic Empowerment:

- Hosted a *Living Room Talk* with Dr. Devona Williams (entrepreneur and DSU Board of Trustees President) to empower women entrepreneurs
- Featured sixteen (16) Black-owned businesses during the Chapter's *Stone Soul Picnic Health & Wellness* event
- Prioritized the presentation of data, business opportunities, and challenges as the focus of the *'My Sister's Keeper' Summit and Jazz Brunch*
- Sponsored an interactive workshop (*Smart Saver Program*) with the 100 Bridges Mentees where they learned about financial management and wealth-building



## 2019 Accomplishments

### • Economic Empowerment:

- Conducted a social media campaign *On the Road to Financial Wellness*, which focused on helping people to financially regroup after the holidays
- Conducted SISTER-NOMIC\$™ sessions at the *Junior League Women's Leadership Summit*, the *MWUL YP Economic Empowerment Conference*, and the *Successful Strategies for Scaling Up Your Business or Nonprofit Afternoon Tea*
- Co-sponsored a *Salary Negotiation* workshop with AAUW of Delaware, and Chapter members served as small-group facilitators and Q/A panelists



## APPENDIX C

### **National Coalition of 100 Black Women, Inc. National Strategic Priorities**

- **Health:** Health is a vital component of a thriving community. NCBW is concerned about the well-being of the whole community and the whole person: physically, emotionally and spiritually.
  - Childhood and Family Obesity Initiative
  - NCBW Cancer Health Disparities Program
  - NCBW Metabolic Syndrome Initiative
  - Prevention/Decrease Mortality
  - Improve Health Outcomes
  - Access to Affordable Healthcare
  - Culturally Competent Research
  - Quality of Life – Public Safety and Crime
  
- **Education:** NCBW delivers support services that help youth achieve their educational goals. By supporting positive experiences, fostering a positive self-perception and self-respect, encouraging excellence in education and promoting the pursuit of positive lifelong goals, NCBW is creating future leaders.
  - Eliminate Disparities
  - Improved Outcomes and Graduation Rates
  - Vocational/College Preparation
  - S.T.E.M. Education
  - HCBU Supports
  - Access Affordability
  
- **Economic Empowerment:** NCBW’s economic programs focus on financial literacy, family wealth building, and entrepreneurship. NCBW’s empowerment programs include comprehensive workshops and seminars that promote economic self-sufficiency. Sister-Nomic\$ is the new NCBW philosophical mindset our path to economic empowerment.
  - SISTER-NOMIC\$™ PROGRAM
    - Our Path to Economic Empowerment
    - A philosophical mindset to consider ourselves FIRST in all economic decisions.
  - Pay Equity
  - African American Woman-Owned Business Growth
  - Livable Wage Employment Opportunities

- **Strategic Alliances**
  - Government
  - Corporate
  - Non-Profit
  - Faith-based
  - International
  
- **Civic Engagement**
  - Supporting Advocacy Agendas
  - Voter Education, Registration, & Rights
  - Increase Women Candidates Running for Political Office
  - Issue Timely Policy Alerts
  - Issue Position Papers on PP Platform Issues
  
- **2020 Census**
  - Responding to the Census
  - 'Count Us All'
  - Communicate with Census Field Reps

## APPENDIX D

### **NC100BW-DE Committee Discussion Guide**

#### **What do we know?**

- What is the current state of African-American women and girls in the State of Delaware, as related to our focus area?

#### **What do we need to know?**

- What additional information is needed to help us make an informed decision about the unique needs of African-American women and girls in the State of Delaware, as it relates to our focus area?

#### **What works?**

- What strategic priorities should be operationalized to meet the unique needs of African-American women and girls in the State of Delaware?

#### **What does not work?**

- What strategic priorities should be discontinued and/or restructured because they are no longer relevant in meeting the unique needs of African-American women and girls in the State of Delaware?

#### **After the strategic priorities have been decided, complete the following activity for each strategic focus area:**

- Identify at least three (3) goals for each strategic priority area.
- Identify at least two (2) strategies/tasks related to each goal (\*At least 1 strategy needs to have a policy or civic engagement focus).
- Identify at least one (1) expected outcome for each strategy/task.
- Identify the resources needed for each strategy and related outcome.
- Identify an implementation timeframe for each strategy and related outcome.

## Strategic Focus Area Action Planning Worksheet

### For Your Consideration:

- Please list up to 3 goals for each strategic priority area.
- What are the strategies/tasks that need to occur to achieve these goals?  
\*At least one (1) strategy needs to have a policy or civic engagement focus.
- Identify at least one (1) expected outcome for each strategy/task.
- Identify the resources needed for each strategy and related outcome.
- Identify an implementation timeframe for each strategy and related outcome.

### Verify that each goal is SMART:

- **Specific:** What exactly will we accomplish?
- **Measurable:** How will we know when we have reached this goal? What metrics will be used to define success?
- **Achievable:** Is achieving this goal realistic with effort and commitment? Do we have the resources to achieve this goal? If not, how will we secure them?
- **Relevant:** Why is this goal significant to our mission?
- **Timely:** When will we achieve this goal?

Strategic Focus Area:				
Goals	Strategies/Tasks	Expected Outcomes (3 Years)	Resources Needed/Person Responsible	Implementation Timeframe

APPENDIX E

**NC100BW-DE 2021 – 2024 Strategic Action Plan Charts**

<b>Strategic Focus Area: <span style="color: red;">Membership</span></b>				
<b>Goals</b>	<b>Strategies/Tasks</b>	<b>Expected Outcomes (3 Years)</b>	<b>Resources Needed/Person Responsible</b>	<b>Implementation Timeframe</b>
1. Increase active membership to over 100 members.	Recruit at all NCBW events to increase awareness about membership.			September 2021
2. Increase membership benefits.	Research the benefits offered on a national level.			January 2021- Ongoing
3. Create a plan for membership retention, reclamation, and leadership development.	<p>Identify member trends for attendance and member satisfaction.</p> <p>Host membership interest events and provide marketing materials at other organizations' events, where appropriate.</p> <p>Create more sisterly bonding/relationship building activities (i.e. movie &amp; dinner events, shows, and retreats, based on member interest).</p>			<p>Gain a better understanding of how to retain members.</p> <p>Heightened community awareness of NC100BW-DE.</p> <p>Reconnection with valuable past members.</p> <p>Develop leaders to provides a stronger membership base.</p>

	<p>Make personal contact for more than three (3) absences.</p> <p>Promote national advocacy networking with organizations.</p> <p>Promote association with professional African-American women; and affiliation with the community.</p> <p>Increase opportunities to leverage members' skills and talents - create a talent bank.</p> <p>Survey members annually as a retention strategy.</p> <p>Create ongoing personal and professional development opportunities.</p> <p>Increase marketing and public relations efforts (i.e. NC100BW-DE walks).</p>			
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	<p>Establish an annual calendar of events.</p> <p>Identify/participate in events with like-minded organizations that support NC100BW-DE mission/vision.</p> <p>Formalize professional event planning management.</p> <p>Research examples of chapter achievement/recognition programs to honor members and recommend adoption/implementation.</p>			
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<b>Strategic Focus Area: Fund Development &amp; Fundraising</b>				
<b>Goals</b>	<b>Strategies/Tasks</b>	<b>Expected Outcomes (3 Years)</b>	<b>Resources Needed/Person Responsible</b>	<b>Implementation Timeframe</b>
1. Secure funding for the NC100BW-DE Chapter and continue name recognition for the organization through several	Execute Signature Fundraiser – Gentlemen’s Cook-Off (as directed by the membership every other year).	The creation of large attendance following each event, which provides the funding goals set.	Montrell Ward: Overall Event Design and Execution  Melanie Daniels  Enid Wallace-Simms	Develop a work plan in 2020-2021 and create annual deliverables (dates to be determined).

different event modes.	Execute varying event activities under the Badge of 'Diamonds and Denim'.		Dr. Vita Pickrum: Sponsor Procurement  Martha Morgan: Advertising and Marketing Planner	
2. Increase the percentage of funding from sources that would not typically attend fundraising events.	Establish an Annual Giving Campaign.  Maintain immediate response marketing to participate in all 'Giving Days'.	The creation of an annual stream of income/support from a group of individuals who would not normally attend NC100BW-DE fundraising events.	Tamara Smith: Lead  Michele Williams: Giving Days Identifier  Melanie Daniels	Ongoing
3. Maintain a process for collecting information about relevant funding organizations.	Design a database of funding organizations.  Align the organizations within the database with a funding request calendar.  Utilize the information gathered and calendar to support NC100BW-DE grant writing efforts.	To establish and maintain a database repository of information pertaining to organizations that would serve as a funding source of organizations focused on Black women and girls (Black Families), as well as NC100BW-DE chapter's public policy and advocacy efforts.	Michelle Shockley-Porter: Database Designer  Joyce Powell	3rd quarter 2020 - Ongoing
4. Maintain the protocol for grant writing for	Develop a case statement for NC100BW-DE Chapter.	Members of the committee, and general body members, will	Angie Dennis  Melanie Daniels	Ongoing

<p>specific NC100BW-DE programming.</p>	<p>Create grant writing templates based on the program, advocacy, and civic engagement focus areas.</p> <p>Execute grant writing based on database of funding organizations.</p> <p>Follow calendar from database when determining the timing and number of grants to be written.</p>	<p>understand and utilize the protocol to submit grant applications.</p>		
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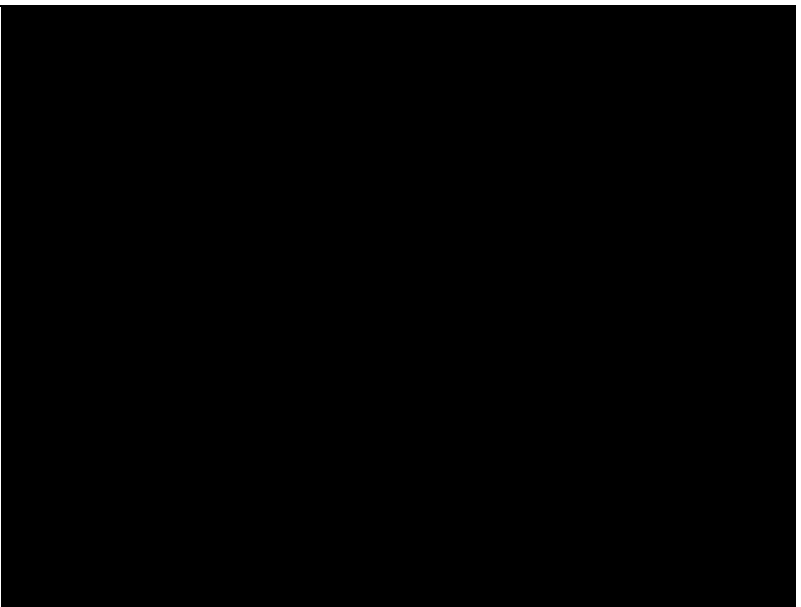
<b>Strategic Focus Area: Economic Empowerment</b>				
<b>Goals</b>	<b>Strategies/Tasks</b>	<b>Expected Outcomes (3 Years)</b>	<b>Resources Needed/Person Responsible</b>	<b>Implementation Timeframe</b>
<p>1. Financial Literacy: Increase awareness and access to financial literacy information to support the economic stability of Black women and girls.</p>	<p>Conduct Financial Literacy 101 &amp; 102 training and education sessions:</p> <p>Financial Literacy 101 Topics:            -how money works            -understanding credit            -how to budget and save</p>	<p>Greater understanding of the basics as it pertains to finances and personal money management.</p>	<p>Community partnerships: Office of Women’s Advancement, The Money School, Audrey Scot-Cordon, Credit Unions</p>	<p>Annual deliverables with dates to be determined.</p>

	Financial Literacy 102 Topics: -debt management -bankruptcy -credit repair -salary negotiations			
2. Wealth Building: Increase the awareness and access to wealth building strategies.	Sister-nomic\$ Tea  Conduct wealth-building training and education sessions.	Greater understanding of net worth, investing, savings, homeownership, entrepreneurship, and salary/pay equity.	Community partnerships: Office of Women’s Advancement, The Money School, Audrey Scot-Cordon, Credit Unions	Annual deliverables with dates to be determined.
3. Black Women-Owned Business: Increase the percentage of established (and support the sustaining of) African-American women-owned businesses in Delaware.	Sister-nomic\$ Tea  Conduct training and education sessions that focus on entrepreneurial resources for small businesses.	The establishment and funding of a small business micro-grant program. Greater understanding of business planning, scaling up, and supporting NCBW sisters who are business owners.	Fund Development Committee  Community Partners	Bi-Annual deliverables include November 2021 conference and November 2023 conference.
4. Build strategic alliances to develop advocacy/public policy activities focused on economic empowerment.	Promote policy initiatives that focus on supplier diversity, pay equity, predatory lending, and fair credit practices.	Greater understanding of these policy issues for both members and non-members.	Committee Members  Public Policy Committee	Annual deliverables with dates to be determined.

**Strategic Focus Area: Education**

Goals	Strategies/Tasks	Expected Outcomes (3 Years)	Resources Needed/Person Responsible	Implementation Timeframe
<p>1. Increase the number of Black women and girls who complete their high school diploma/GED or post-secondary education/training.</p>	<p>Conduct College Readiness 101 &amp; 102 programming (continue to run 101 and develop and run 102).</p> <p>Identify and target a cohort of students to promote programming.</p> <p>Partner with another organization (possibly a sorority who has an existing program) to disseminate a survey two (2) times per year.</p> <p>Partner with a technic training program and conduct programming that targets non-traditional students (i.e. financial training; attending college to enhance career options; etc.).</p>			
<p>2. Advocate for equitable funding</p>	<p>Work with the ACLU to elevate the lawsuit that</p>			

<p>in education in the state of Delaware.</p>	<p>was presented by the ACFL and the NAACP (have a guest speaker).</p> <p>Write Op-eds in The News Journal.</p> <p>Elevate relevant issues via social media or other avenues (i.e. school referendums, etc.):</p> <ul style="list-style-type: none"> <li>-Partner with other events</li> <li>-Provide resources for parents to better understand the issues</li> </ul>	
<p>3. Increase the applicant pool for NC100BW-DE scholarships.</p>	<p>Promote scholarship opportunities at every NC100BW-DE event.</p> <p>Partner with the scholarship committee to further market scholarship opportunities.</p> <p>Dedicate a recipient from the 100 Bridges cohort to receive a scholarship.</p>	
<p>4. Lead the development, execution, and expansion of the</p>	<p>Expand to one new location.</p>	

<p>100 Bridges program in Delaware.</p>	<p>Recruit and begin training new program facilitators.</p> <p>Promote the success of New Castle County membership participation to ensure success of program expansion (minimum 5 members per event).</p>	
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<b>Strategic Focus Area: Health</b>				
<b>Goals</b>	<b>Strategies/Tasks</b>	<b>Expected Outcomes (3 Years)</b>	<b>Resources Needed/Person Responsible</b>	<b>Implementation Timeframe</b>
<p>1. Continue to raise awareness about Breast Cancer prevention and the different forms of tumors, including Triple Negative Breast Cancer (an aggressive type that predominates black women).</p>	<p>Build strategic alliances to identify resources and a talent pool.</p> <p>Organize, host, and conduct training and education sessions to build and increase awareness about Breast Cancer issues related to Black women and girls (Black families).</p>	<p>To improve the health outcomes of Black women and develop a free mobile mammogram program to help Black women and girls in low-income areas.</p>	<p>NC100BW-DE Health Committee</p> <p>Black Nurses Rock - DE Chapter</p> <p>Christiana Care Hospital</p>	<p>This is an annual event that started in 2018 (takes place last Monday in October):</p> <p>Oct. 26, 2020            Oct. 25, 2021            Oct. 24, 2022            Oct. 23, 2023            Oct. 28, 2024</p>

<p>2. Continue to raise awareness about Metabolic Syndromes, such as diabetes, excess body fat, hypertension, and prevention.</p>	<p>Work collaboratively with Black Nurses Rock-DE Chapter and develop new partnerships to support Black women interested in living healthier lives.</p> <p>Develop an annual program with free blood screening tests in each county.</p>		<p>NC100BW-DE Health Committee</p> <p>Black Nurses Rock - DE Chapter</p> <p>Christiana Care Hospital</p>	<p>Held annually in February. First implemented in 2019:</p> <p>February 18, 2021</p> <p>February 17, 2022</p> <p>February 16, 2023</p> <p>February 15, 2024</p>
<p>3. Host a mental health program that fights stigma and reveals data related to Black women and girls (Black families), and discuss Femicide (the impact of crime and trauma among Black women).</p>	<p>Partner with local therapists, NC001BW-DE's Education Committee, and other organizations to discuss the quality of life for Black women and girls.</p> <p>Host an exercise program such as yoga to help eliminate stress and promote mental wealth.</p>	<p>Establish and maintain an online resource on NC100BW-DE's website and/or create/publish a pamphlet of African-American mental health therapists in Delaware.</p>	<p>NC100BW-DE Health Committee</p> <p>Dr. Margo Lewis-Jah of Synergy Consultants (Clinical Social Work/Therapist)</p>	<p>TBD</p>
<p>4. Prevent/Decrease maternal mortality rates among Black women and</p>	<p>Help Black women and girls navigate through the healthcare system by offering an</p>	<p>The public will learn and feel empowered to raise questions when</p>	<p>NC100BW-DE Health Committee</p> <p>Black Nurses Rock</p>	<p>TBD</p>



girls, as well as address: reproductive issues before pregnancy, prenatal care, and post-maternal health.	informative session with local professionals.  Educate NC100BW-DE's membership and the public on women's health rights.	healthcare issues arise.  The public will learn how to address problems by reporting misconduct to the proper departments/authorities.	-DE Chapter  Black Mothers in Power  DAPI-Delaware Adolescent Program	
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<b>Strategic Focus Area: Public Policy/Advocacy</b>				
<b>Goals</b>	<b>Strategies/Tasks</b>	<b>Expected Outcomes (3 Years)</b>	<b>Resources Needed/Person Responsible</b>	<b>Implementation Timeframe</b>
1. Serve as a policy subject-matter expert to support the strategic goals of NC100BW-DE.	Build strategic alliances to develop an advocacy/public policy platform focused on economic empowerment, education, health, and political leadership.  Build strategic alliances to identify resources and a talent pool.  Conduct training and education sessions to build and increase awareness about public policy	The creation of a funded and staffed Black Women and Girls Think Tank.	Sherese Brewington Carr  Advocacy Priorities: Melanie Daniels  Legislative Report Card:	Develop a work plan in 2021 and create annual deliverables (dates to be determined).

	<p>issues related to Black women and girls (Black families).</p> <p>Maintain a one-page informational document with NC100BW-DE's priorities and relevant data. Develop a legislative report card.</p> <p>Call for papers regarding Black women and girls in areas where there is limited data.</p>			
<p>2. Increase the percentage of Black women engaged in the political process and serving in key leadership roles.</p>	<p>Work collaboratively with the Fund Development committee to raise funding for training to prepare and support Black women interested in serving in key leadership roles.</p> <p>Maintain the Mary Ann Shadd Cary and Senator Margaret Rose Henry Civic Engagement Program.</p>	<p>Black women will be represented in each county of government in senior-level leadership roles (elected and appointed).</p>	<p>Melanie Daniels</p>	<p>Ongoing</p>

<p>3. Maintain a process for collecting relevant research and data related to Black women and girls (Black families), and define the methodology for the dissemination of information.</p>	<p>Mobilize allies, stakeholders, advocates, and lawmakers to address disparities identified in the NC100BW-DE publication, entitled: The State of Our Union: Black Women and Girls in Delaware.</p> <p>Conduct relevant research that will lead to a NC100BW-DE publication, entitled: The State of Our Union: Black Girls in Delaware.</p>	<p>Establish and maintain an online repository of information pertaining to Black women and girls (Black families) that is accessible to the public and can be used to support statewide public policy and advocacy efforts.</p>	<p>Candice Horhn and Sade Truiett</p>	<p>4th Quarter 2021 - Ongoing</p>
<p>4. Maintain the protocol for responding to policies, legislation, and practices that impact Black women and girls (Black families).</p>	<p>Develop a legislative watch process in conjunction with the NC100BW-DE program committees.</p> <p>Educate membership on the protocol on a monthly basis.</p> <p>Educate the public on the protocol, as requests are received.</p>	<p>NC100BW-DE members and non-members (organizations and individuals) will understand and utilize the protocol to submit public policy and advocacy requests.</p>	<p>Legislative Watch Process: Health, Education, and Economic Empowerment Committees and PPAC representative</p> <p>Protocol: Dionna Sargent and Doris Griffin</p>	<p>Ongoing</p>

	Evaluate the protocol on an annual basis.			
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