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| **DRC 5-Year Strategic Plan**  **draft 11.11.19** | | | | |
| 1. **RESOLVING CONFLICT**   Conflict resolution and prevention services of the highest quality are affordable, available, accessible, and are appropriate for the diverse needs of the community. | | | | |
| **2019** | **2020** | **2021** | **2022** | **2023** |
| 1. ***Affordable and Accessible Services***  * *Increase volunteer pool \** * *Continue Outreach \** * *Conduct Needs Assessment* * *Manage schedule to reflect goal of no more than 3 week wait for mediation sessions \** | 1. **Affordable and**   **Accessible Services to all in the community**   * Continue to match volunteer pool with community need * Expand outreach to outer/rural areas of Thurston County, Mason County | 1. **Affordable and Accessible Services**  * Continue to match volunteer pool with community need | 1. **Affordable and Accessible Services** | 1. **Affordable and Accessible Services** |
| * *Build Cultural Awareness (Internal, Board, Volunteers)* * *Build Cultural Awareness (External) \**   *? Explore Cultural Assessment (YWCA)* | * Continue to build Cultural Awareness (Internal) |  |  |  |
| ***B. Youth Peacemakers***   * *3-Year Plan to sustain Peacemaker Clubs \** * *Work with OSPI & others for grant support* | 1. **Serving Youth**  * Increase number of Youth clubs in schools | **B. Youth Peacemakers**  Youth in the broader community | **B. Youth Peacemakers** | **B. Youth Peacemakers**  **Key:**  **\* Celebrate**   * **Completed**   **(OP) Operations**  **? Pending** |
| 1. ***Adopt Res/WA training & certification standards***  * *Ensure legacy mediators achieve certification standards \* (OP)* * *Develop Train the Trainers Program \* (OP)* |  |  |  |  |
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| 1. ***Partnerships***  * *Conduct Gap Analysis \** * *Expand custom facilitation and training options \** * *Clarify Restorative Justice practices\** * *Consider developing de-escalation services\* (OP)* | **F. Partnerships**   * Continue to expand custom facilitation, multi-party and training options * Continue to clarify restorative justice practices for DRC community * Continue de-escalation services * Identify how DRC can assist law enforcement agencies. | **F. Partnerships** | **F. Partnerships** | **F. Partnerships** |
| 1. **DEVELOPING AND SUPPORTING STAFF AND VOLUNTEERS**   A vibrant cadre of staff and volunteers will have access to the training and support necessary to provide our core services. | | | | |
| **2019** | **2020** | **2021** | **2022** | **2023** |
| 1. ***Recruit and retain well-support volunteers and staff***  * *Conduct and review comparable salary surveys* * *Continue to develop onboarding process for staff and volunteers \** * *Provide professional development opportunities \* (OP)* | **Recruit and retain well-support volunteers and staff** | **Recruit and retain well-support volunteers and staff**   * Conduct and review comparable salary surveys | **Recruit and retain well-support volunteers and staff** | **Recruit and retain well-support volunteers and staff**   * Conduct and review comparable salary surveys |
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| 1. **FINANCE AND DEVELOPMENT**   The DRC will follow financial practices that ensure we are able to achieve both our short-term and long-term goals. | | | | |
| **2019** | **2020** | **2021** | **2022** | **2023** |
| 1. **Develop strategies to ensure financial stability**  * Work with private industry to generate revenue, fee for services and grants \* * Cultivate foundations for grant applications * Increase fee-generating programs \* * Build on success of custom trainings and market to other agencies\* * Build on successes of custom trainings and market to private industry \* | 1. **Develop strategies to ensure financial stability**  * Increase fee-generating programs * Audit | 1. **Develop strategies to ensure financial stability** | * **Develop strategies to ensure financial stability** | **A. Develop strategies to ensure financial stability** |
|  | **B**   * Reinstate Finance Committee on Board of Directors | **B.**   * implement audit recommendation in | **B.**   * Develop plan for use and growth of Reserve Fund * Develop a plan for use and growth of Legacy Fund | **B.** |
| 1. **FACILITIES**   Services will be provided in facilities that are safe, secure, and accessible for all. | | | | |
| **2019** | **2020** | **2021** | **2022** | **2023** |
| 1. ***Plan for facility needs and expansion*** | 1. **Plan for facility needs and expansion** | 1. **Plan for facility needs and expansion** | 1. **Plan for facility needs and expansion** | 1. **Plan for facility needs and expansion**  * Plan for lease renewal |
| 1. **BOARD OF DIRECTORS**   The Board of Directors will work together with the Executive Director, staff and volunteers to actively support the goals of the Dispute Resolution Center. | | | | |
| **2019** | **2020** | **2021** | 1. **022** | **2023** |
| 1. ***Recruit diverse board members***   *? Conduct cultural awareness audit for board members* | 1. **Recruit diverse board members**  * Build on cultural awareness assessment * Identify opportunities for youth to participate at the board level | 1. **Recruit diverse board members** | 1. **Recruit diverse board members** | 1. **Recruit diverse board members** |
| 1. ***Expand fundraising capacity of the board***  * *Continue fundraising training* * *Active participation by all board members in fundraising, including hosting table at Toast* | 1. **Expand fundraising**   **capacity of the board**   * Continue fundraising trainings * Active participation by all board members in fundraising, including hosting table at Toast * Conduct onboarding training for new board members | **B. Expand fundraising capacity of the board**   * Continue fundraising trainings * Active participation by all board members in fundraising, including hosting table at Toast * Conduct onboarding training for new board members | **B. Expand fundraising capacity of the board**   * Continue fundraising trainings * Active participation by all board members in fundraising, including hosting table at Toast * Conduct onboarding training for new board members | 1. **Expand fundraising capacity of the board**  * Continue fundraising trainings * Active participation by all board members in fundraising, including hosting table at Toast * Conduct onboarding training for new board members |
|  | 1. **Develop Board Governance Effectiveness**  * Conduct annual assessment of board effectiveness * Explore annual modified Board and Committee meeting schedule | 1. **Develop Board Governance Effectiveness** | **C. Develop Board Governance Effectiveness** | **C. Develop Board Governance Effectiveness** |
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