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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)
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| ***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
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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** |
| 1.
 | **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
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| 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
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* 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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