



# West Hawai'i Mediation Center

**Strategic Plan**

**2018 – 2020**

## West Hawaii Mediation Center

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## Strategic Planning Purpose and Process

West Hawaii Mediation Center (WHMC) began a strategic planning process in November, 2017 with the intention of engaging the organization's broad array of stakeholders in a thoughtful discussion of the organization's strengths, challenges, and future opportunities. These data were collected through two primary avenues: a digital community survey and four separate focus groups. The data collected informed the decisions made at two Board and Staff retreats, and ultimately shaped the strategic direction of the organization for the next three years.

## Methodology

**Community Surveys:** The Community Survey was developed by the Strategic Planning Committee and was made available online to the public on November 15<sup>th</sup>. The survey was disseminated on WHMC's website from November until January. All responses to the survey were anonymous. A second survey was provided to preselected youth who are currently in or previous participated in the WHMC Peer Mediation program.

**Focus Groups:** A comprehensive list of WHMC stakeholders was developed by the Board of Directors in November, 2017, which included representatives from multiple stakeholder groups. All data collected through the focus groups is aggregated and no individual will be quoted in this report or otherwise.

**Board and Staff Retreats:** In January and February, 2018, WHMC Board and Staff met for two half day retreats to review the data collected through the survey and focus groups, and to establish Goals and Strategies for the next three years.

## Implementation of the Strategic Plan

The Board of Directors will provide oversight to the Strategic Goals as outlined in this plan. The Board may assign Committees and staff liaisons to those committees to track individual goals and/or strategies, as necessary and appropriate. A dashboard will be provided to the Board of Directors by the Executive Director at regular intervals which will report on the overall progress toward each goal, and a discussion of what is working (or not working), as well as recommend changes or additions to the Plan. The Board of Directors reserves the right to amend this Plan as needed throughout the three year implementation timeframe.

## *West Hawaii Mediation Center Mission Statement*

*To provide dispute resolution services and education services to empower individuals and build communities that view conflict resolution as a catalyst for positive change. Through our mediation and education programs, WHMC provides tools and opportunities for people to resolve their differences in a safe and neutral environment.*

### **What We Do**

Founded in 1988, West Hawaii Mediation Center (WHMC) strives to provide an array of high quality conflict resolution services to community members and organizations throughout West Hawaii. These services are available and affordable through the consistent and dedicated efforts of trained volunteers and staff combined with ongoing public/private funding partnerships.

WHMC provides a neutral setting for parties in conflict to have a confidential dialogue. With the assistance of two trained neutral mediators, parties are guided through a mediation process and work toward finding a mutually satisfactory agreement. In addition to direct mediation, WHMC provides youth conflict resolution programs in schools throughout West Hawaii, as well as workshops and trainings for the West Hawaii community.

WHMC is a member of a statewide organization, Mediation Centers of Hawaii (MCH). This organization is made up of five independent, non-profit mediation centers which are each partially funded by the State Judiciary via the Center for Alternative Dispute Resolution. WHMC must independently fundraise more than \$200,000 per year to ensure services remain affordable for those most in-need in our community.

## Conflict Resolution Services and Education

**Strategic Goal:** Expand community-wide conflict resolution and education with the broad diversity of individuals and families in West Hawaii.

## Youth Conflict Resolution Programs

**Strategic Goal:** Provide effective conflict resolution for youth in schools and through community partnerships.

## Volunteer Mediator Pool

**Strategic Goal:** Increase and improve the quality and accessibility of our mediator pool.

## Fundraising and Marketing

**Strategic Goal:** Identify and diversify consistent funding sources to ensure financial stability for WHMC.

## Organizational Culture and Leadership

**Strategic Goal:** Stabilize and strengthen WHMC leadership.

# West Hawaii Mediation Center

## Strategies for Achievement of Three Year Goals

***Expand community-wide conflict resolution and education with the broad diversity of individuals and families in West Hawaii.***

### **Strategy 1: Conduct targeted outreach into the community to recruit a more diverse Board, staff, volunteer, and client pool.**

WHMC recognizes the importance of diversifying our organization at every level. In an effort to increase diversity, and to represent and understand the needs of the communities we serve, WHMC will develop and conduct targeted outreach to the varied populations in West Hawaii. WHMC will call on the vast resources within our communities to conduct this outreach, including contacting and partnering with cultural leaders, community leaders and associations, area businesses, and other representatives within the communities we serve.

### **Strategy 2: Build conflict resolution programs based on community-identified needs.**

In an effort to build effective programs, WHMC will rely on data gathered through the above listed community outreach efforts to inform any necessary changes or expansions to our overall conflict resolution programs. At the core of all services will be a commitment to providing relevant, culturally sensitive and competent programs for those that we serve.



***Provide effective conflict resolution for youth in-schools and with community partners.***

### **Strategy 1: Assess the feasibility of providing mediation between school administration, teachers, and families.**

A primary focus of WHMC over the next three years will be to assess the feasibility of providing services in schools between administration, teachers, and families. These services may include (but are not limited to) providing mediation and support in cases where Individual Education Plans are needed; conflict between administration, teachers, and/or parents; and larger group facilitation for the broader school community. The feasibility of

providing these services will be analyzed to determine if a plan for program development will follow.

### **Strategy 2: Build programs by incorporating established best-practices and standards in youth conflict resolution education.**

*After many years of successfully providing Peer Mediation training in partner schools, WHMC will assess our current programs through the lens of established benchmarks in youth conflict resolution programming. Working closely with our partners at the Department of Education, WHMC will examine ways to build our existing programs, deepen our impact, and evaluate ways we can participate in, and support, systemic shifts that further our mission of promoting conflict resolution as a catalyst for positive change.*

### **Strategy 3: Seek partnerships with organizations that also serve our youth.**

*In an effort to identify and provide services that can effectively serve our youth, WHMC will seek out, strengthen, and expand partnerships with other community agencies, nonprofits, schools, and human service organizations that also serve the youth in our community. WHMC staff and Board will focus attention on cultivating relationships with organizations whose services complement the services of WHMC.*



### **Increase and improve the quality and accessibility of our mediator pool.**

#### **Strategy 1: Develop a targeted recruitment process to expand the volunteer pool.**

*WHMC will establish and implement a volunteer recruitment process that broadens the volunteer base of the organization. WHMC will work to recruit volunteers who have diverse skills, background, and experience(s). In addition, WHMC will actively recruit individuals to serve as volunteers that accurately represent the communities we represent and serve.*

#### **Strategy 2: Develop a quality assurance and improvement process for mediators and mediations.**

*In an effort to ensure WHMC is providing high quality, effective mediations to our clients, we will develop a comprehensive quality assurance plan that establishes protocols and benchmarks for our mediation sessions. This plan will include a process by which mediators*

and mediations are regularly evaluated by qualified staff and senior volunteers; opportunities for feedback and improvement are made available; and communication loops are established ensuring mediators can share learnings and challenges with the staff and Board.

### **Strategy 3: Implement basic and advanced training curriculum based on best-practices and national standards.**

WHMC will make available basic and advanced mediation training to volunteers (and potential volunteers) that adhere to best practices put forth by the Mediation Centers of the Pacific, the National Association for Community Mediation, and other recognized leaders in the field of conflict resolution. Training will be thoughtfully planned and marketed to maximize the potential for volunteers to attend and gain needed skills. WHMC will develop internal protocols for mediator advancement that align with training curriculum and evaluation standards, ensuring all mediators have ample, high quality training available to them throughout their tenure with the organization.



## **Identify and diversify consistent funding sources to ensure financial stability.**

### **Strategy 1: Identify and build revenue generating activities, with a Board and staff partnership.**

WHMC will explore opportunities to increase revenue generation by identifying and providing services that fit within the organization's mission. WHMC will explore the feasibility of providing facilitation services, group or company conflict resolution, mediation for human resources departments, and other services that may bolster the mission while providing an income stream to the organization. The Board and staff will work together to identify the resources, training, and outreach necessary to effectively provide revenue generating services.

### **Strategy 2: Increase individual donor pool as a primary strategy for financial stabilization.**

It is clear from national data that individual donor pools are an important, sustainable source of funding for nonprofit organizations. To ensure the future financial stability of the organization, WHMC Board and staff will work to build out the individual donor base. This effort will include identifying and stewarding major donors (donors with the capacity to give

\$5k or more annually), in addition to mid- and low- range donors. This strategy will be embedded into the overall fund strategy for the organization and will be a primary focus in the next three years.

### **Strategy 3: Develop and implement a consistent annual fundraising calendar.**

WHMC will develop and implement an annual fundraising calendar that is consistent year over year. This plan may include standard fundraising elements such as an events calendar, an appeal calendar, individual and major donor prospecting benchmarks, a grants calendar, a reports calendar, and a marketing and communications strategy that aligns and supports these efforts. The fundraising calendar will be developed and monitored by the Executive Director, any future development staff, and the Board of Directors.

### **Strategy 4: Increase revenue by building partnerships and expanding marketing efforts.**

Partnership development is a key focus for WHMC over the next three years. Partnerships will allow the organization to reach more individuals in the community, furthering WHMC's reach and impact. In addition, partners can inform strategy and approach for WHMC's services. A key focus of this strategy will be to increase the visibility of WHMC through a multi-tiered marketing effort, which may include print and digital media, events, program partnerships, and more. WHMC anticipates that expanded partnerships and increased marketing efforts will increase the flow of clients to the organization; increase revenue; and ensure mission delivery.



## **Stabilize and strengthen WHMC leadership.**

### **Strategy 1: Conduct a competent recruitment and on-boarding process for a committed, long term Executive Director.**

The Board of Directors recognizes that changes to the Executive Director position is destabilizing for the organization. With this in mind, the Board of Directors will establish a Search and Selection Committee that will recruit and onboard a new Executive Director for WHMC in 2018. The intention of this Committee will be to conduct a competent recruitment process that advertises the position on strategic platforms that will attract candidates that

meet WHMC's qualifications and expectations. The Board will work with staff to ensure the new Executive Director is thoroughly on-boarded and trained, preparing them to execute their duties with as much support as possible.

## **Strategy 2: Recruit diverse community leaders for Board service.**

The Board of Directors and Executive Director will work in partnership to identify and recruit individuals for Board service that reflect the diversity of the communities we serve. WHMC will aim to recruit those who are leaders in their respective communities and can add skills, knowledge, expertise, and resources to the organization during their time as a Board member.

## **Strategy 3: Develop Board committees in alignment with the strategic plan.**

In an effort to effectively execute the Strategic Plan, the Board of Directors will develop committees that will be charged with monitoring and supporting the strategies herein described, in partnership with the Executive Director. The Board will consider bringing on non-Board members to the committees if they bring expertise in the subject matter pertinent to the Committee. Staff will be charged with liaising between the Committees and the Board, as well as informing the Board Committees of relevant programmatic and service delivery details.

## **Strategy 4: Regularly assess staff roles and organizational structure to align with strategic goals.**

To ensure quality improvement remains a top priority for the organization, the Executive Director will be charged with regularly evaluating the staff and organizational structure to ensure it aligns with the strategic goals. The Executive Director will be responsible for making policy and protocol changes when necessary to ensure all aspects of the organization are of the highest quality.

## **Strategy 5: Develop mechanisms for Board assessment.**

The Board of Directors will develop a Board assessment tool which will be regularly utilized to provide feedback and reflection for Board members on their service. In addition, the Board of Directors will develop an assessment of the Executive Director, which will be utilized annually.

*The West Hawaii Mediation Center Board of Directors would like to thank everyone involved in the development and execution of this Strategic Plan. Without your support, time, and expertise, this Plan would never have been actualized.*

*West Hawaii Mediation Center is a 501(c)3 nonprofit organization. To make a contribution to further our mission, or to learn more about our work, please visit us at [www.whmediation.org](http://www.whmediation.org)*



## Working it out – together.

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