

Global Leadership Local Impact

Dayton Mediation Center Strategic Plan 2020-2024



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Introduction

This strategic plan was developed through a collaborative process involving multiple stakeholders. It is designed to serve as a roadmap for the next five years as the Dayton Mediation Center works to implement its Mission and Vision. The strategic planning team utilized a number of different strategic planning tools to develop this plan, including a SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis, a Power vs. Interest Grid, OpenSpace Technology, and Livelihood Scheme Development.

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Background & History



The City of Dayton established the Dayton Mediation Center in 1987 in an effort to ease the impact of community conflicts on public resources. The Center has become a trusted resource as one of the oldest and most robust conflict intervention resources in the country for those wishing to engage conflict constructively.

The Dayton Mediation Center intervenes in more than 1,000 conflict situations annually. The Center's services have been utilized by residents, neighborhood organizations, businesses, employers and employees, schools, law enforcement agencies, and court systems.

The Dayton Mediation Center offers intervention support that can help individuals effectively manage the negative, destructive, alienating, and dehumanizing interactions that occur during conflict. The Center's intervention experts are skilled at supporting client decision making throughout the process as they address conflict, giving them the opportunity to gain peace of mind.

Mission, Vision, Strategy

Mission

The Mission of the Dayton Mediation Center is to provide conflict management services through education and empowerment of citizens to create their own solutions.

Vision

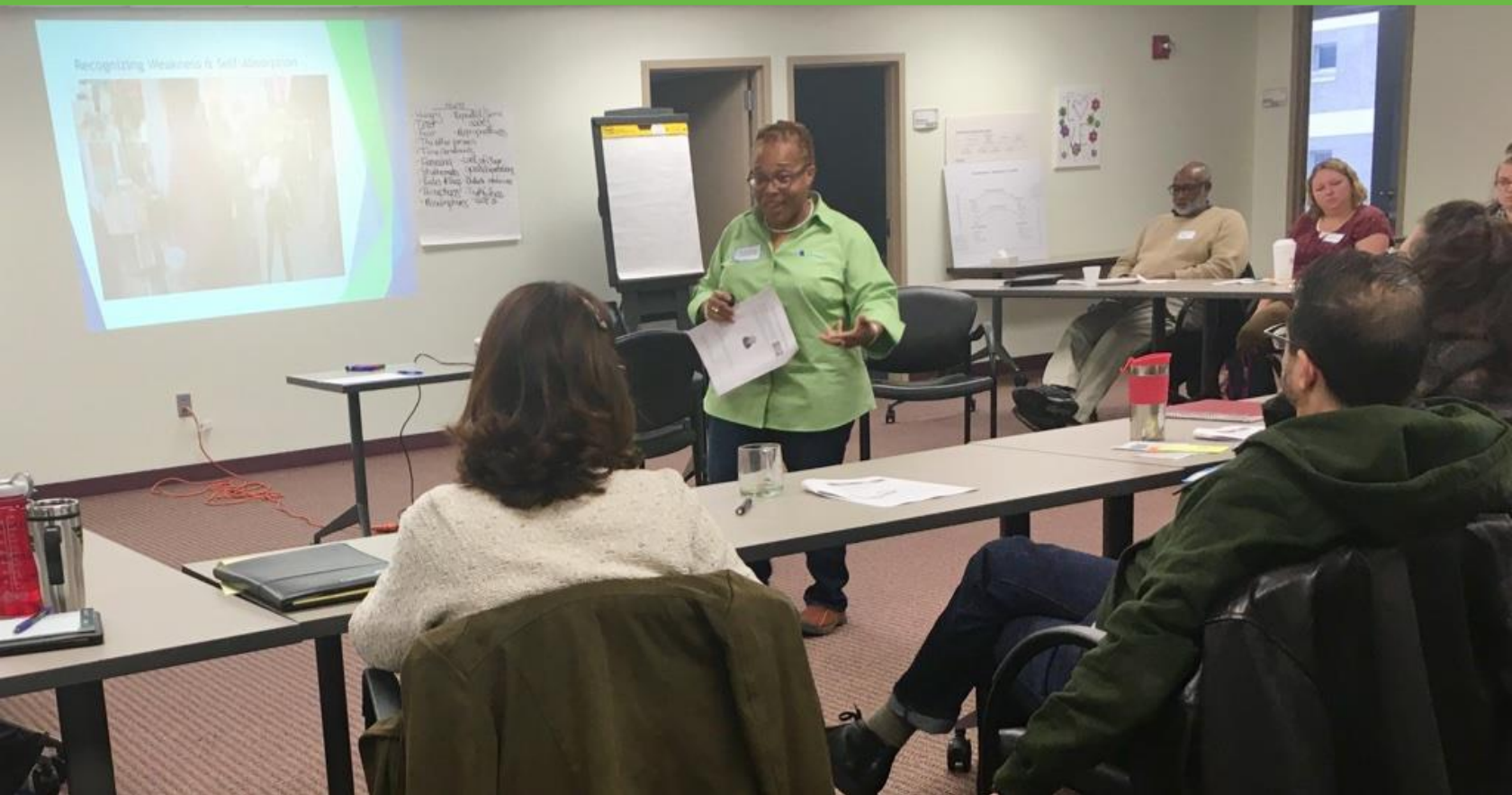
In the next five years, the Dayton Mediation Center (DMC) will be a recognized global leader in the world of Transformative Mediation. Its volunteers will be highly trained and engaged as essential partners in the provision of center services. New services will be in place that are based on community needs, with special attention being paid to currently underserved populations within our community. The Center will be on sound financial footing and current services will benefit from regular program evaluation to ensure they are providing impact and value to the target population. Finally, staff and contractors will be personally fulfilled in their work as they are part of a cohesive unit where their individual and collective needs are attended to regularly.

Strategic Areas

To fulfill this vision, the Dayton Mediation Center will focus on four strategic areas:

- Practice
- Volunteers
- Referrals
- Revenue

Goals



Strategic Area I: Practice

Goal 1: Engage and lead within the broader field and fully embrace the Center's role as a global leader in conflict intervention and transformative mediation.

Goal 2: Evaluate programs and practices to ensure impact and value.

Goal 3: Cultivate Staff and Contractors.

Strategic Area 2: Volunteers

Goal 1: Ensure that volunteers remain at the heart of the Center by recruiting a diverse set of community mediators, ensuring they are properly trained, and work to retain them and help them develop their own skill sets.

Strategic Area 3: Referrals

Goal 1: Sustain current services.

Goal 2: Better serve the community we are not currently reaching.

Strategic Area 4: Revenue

Goal 1: Develop new services and programming.

Goal 2: Develop successful marketing and grant strategies to generate additional revenue and support Center services.

Strategic Area I: Practice

Practice Goal 1: *Engage and lead within the broader field and fully embrace the Center’s role as a global leader in conflict intervention and transformative mediation.*



Statement on Strategy: The Center is uniquely positioned to be a global leader in the transformative mediation world given the robustness of the services it provides as a community mediation center and its co-location with the Institute for the Study of Conflict Transformation, the international think tank for the Transformative Approach to mediation. The Center also has a staff member on the board of the National Association for Community Mediation, enabling it to help communicate with and influence other centers across the United States. Embracing this role will also help fulfill the areas of the plan related to generating additional revenue for the Center, thus allowing it to continue operating at the community level in Dayton, its first priority.

Due By	Owner	Action Item
8/2020	MZ	Develop a Community Center Start-Up Kit that can be packaged and sold to other municipalities or non-profits wishing to start their own community mediation centers, which will be based largely on our work with the City of Indianapolis.
Ongoing	CH/JM	Work to “tell our story” within the broader field by writing and presenting at conferences.

Practice Goal 2: *Evaluate programs and practices to ensure impact and value.*

Statement on Strategy: Program evaluation is needed in order to ensure impact and value of current programming and improve our programming. Recognizing the importance of outside evaluators and collaboration, the center will work to identify quality evaluators and work with other Transformative centers to help improve our services.

Due By	Owner	Action Item
12/2020	JM/CH	Do an environmental scan of other Transformative centers to determine ways that we can better ensure impact and value of our programming.
6/2020	JN	Develop and streamline case management follow-up procedures.
1/2021	JN	Evaluate results of participant satisfaction surveys.
8/2021	MZ	Identify local university researchers that can help with program evaluation and partner with them.
Ongoing	All	Continue to ask critical questions internally about whether or not we are meeting our objectives.

Practice Goal 3: *Cultivate Staff and Contractors.*

Statement on Strategy: Given the crucial role that staff and contractors play in fulfilling all of these objectives, cultivation of their knowledge, skills, abilities, and well-being is of utmost importance. In an effort to ensure that their needs are being met so that they can fulfill this plan, conscious efforts will be made to invest in their professional development, engagement, and concerns.

Due By	Owner	Action Item
Ongoing	TW/CA	Engage staff in communicating about how we run Saturdays, debrief mediations, and do case management in order to help ensure that Saturdays run more smoothly.
Annual	MZ	Engage staff in annual professional development opportunities.
Ongoing	TW	Better utilize staff meeting time to make check-ins a priority and to follow up on strategic planning efforts and check in about “big picture” items.
Ongoing	JB/CA	Do “fun stuff” together as a staff to foster closer relationships.

Strategic Area 2: Volunteers



Volunteers Goal 1: *Ensure that volunteers remain at the heart of the Center by recruiting a diverse set of community mediators, ensuring they are properly trained, and work to retain them and help them develop their own skill sets.*

Statement on Strategy: As a community mediation center, the DMC desires to fulfill NAFCM’s 9 Hallmarks of Community Mediation, particularly concerning the importance of supporting our community mediators. The Center does well at recruiting and training volunteers, but some areas of this process can be better formalized to ensure that we are meeting our goal of recruiting diverse community mediators and ensuring that they are supported in their skill development and are able to fulfill their two-year commitment to the DMC.

Due By	Owner	Action Item
Ongoing	TW/JN	Ensure that two-way communication channels are clear and easy for volunteers to understand and navigate.
3/2020	TW	Refine and enhance the volunteer training curriculum to update it and clean it up so that it is more consistent regardless of which trainers are leading it.
6/2020	CH	Develop a written recruitment plan that is followed during every recruiting season, paying special attention to connecting with segments of our community that are not as represented in our current set of volunteers (including immigrants, people under 40, city dwellers, etc.).
12/2020	JB	Document the process of the new volunteer training preparation process.
4/2020	CH/JB	Look for and implement additional ways to recognize volunteers for their service.
1/2021	JB	Develop a process for determining the target recruitment number of mediators for each recruiting season based on current and anticipated future volunteer needs so that volunteers are not overstretched or underutilized.
3/2021	AG	Enhance the Volunteer Corner section of the website and better integrate this into the apprenticeship and continuing education process for volunteers.
3/2023	CH	Formalize and systematize the formative and summative assessments of volunteers, including the recording of videos and continuing education requirements in order to better track the impact that this has on volunteers’ skill sets.

Strategic Area 3: Referrals

Referrals Goal 1: *Sustain current services.*

Statement on Strategy: The Center is uniquely positioned to be a global leader in the Transformative mediation world given the robustness of the services it provides as a community mediation center and its co-location with the Institute for the Study of Conflict Transformation, the international think tank for the Transformative Approach to mediation. The Center also has a staff member on the board of the National Association for Community Mediation, enabling it to help communicate with and influence other centers across the United States. Embracing this role will also help fulfill the areas of the plan related to generating additional revenue for the Center, thus allowing it to continue operating at the community level in Dayton, its first priority.

Due By	Owner	Action Item
12/2020	JN	Engage current partners (including Dayton Police, Juvenile Court, Sheriff, CSEA, etc.) and identify barriers for referral sources in referring cases to mediation in order to maintain/increase the number of referrals.
1/2021	AG/MZ	Develop a calendar of face-to-face meetings with partners to check in about the services provided, identify potential or real challenges, and adjust as needed to ensure continued partnership. This should be tracked annually, possibly through Asana or similar project management tool.
Annually in Dec.	All	Continue to have program managers set annual plans for each program.
Ongoing	TW	Continue to provide high-quality case management to our clients.
Ongoing	JM	Better utilize Asana to keep track of program goals, objectives, and action items.

Referrals Goal 2: *Better serve the community we are not currently reaching.*

Statement on Strategy: In alignment with the Center’s desire to better serve our community, the DMC will strive to better serve our underserved populations. Accomplishing this objective will include conducting a needs assessment to investigate who we need to better serve, identifying outreach strategies to reach these sections of our community, and developing strategic partnerships that will help ensure we are reaching these populations. The DMC will rely on current and future volunteers, interns, staff members, contractors, and local universities to help fulfill this objective.

Due By	Owner	Action Item
5/2020	JM	Develop an outreach and community engagement plan that will allow us to best utilize staff and volunteer time for community engagements.
6/2020	CA	Develop an outreach program for convention apartment communities, residents, and management.
1/2022	MZ	Leverage the city’s survey to conduct a needs assessment of conflict intervention areas where we can best be of service.
12/2022	CH	Conduct a community and regional conflict needs assessment to identify real and perceived barriers to early conflict intervention.
7/2024	CH/AP	Increase multi-media sources of outreach (including working with DATV to develop an on-air program and/or podcast) that will help facilitate outreach and education efforts.
Ongoing	MZ	Work to leverage the center’s new status as a Division within the City of Dayton to inform the mayor/city manager/commission of our programming and educate department heads about our services to better integrate within the city.

Strategic Area 4: Revenue

Revenue Goal 1: *Develop new services and programming.*

Statement on Strategy: A number of new programs and services are in early stages of development that require staff time and energy to fulfill. Some of these can be done fully within the Center, others will require the leveraging of strategic partnerships to implement. Developing these new programs will help fulfill the Center’s goal of generating additional revenue to support DMC services. This will be achieved by leveraging volunteers for referrals and service provision and building relationships with key partners and demonstrating our value to those organizations so they see the benefit of referring cases to the DMC. Special emphasis will be placed on seeking to get referrals to the DMC built into other organizations’ policies so that less time and effort needs to be placed on outreach efforts in the future.

Due By	Owner	Action Item
1/2020	AG	Development of a divorce mediation pilot program.
2/2020	JM	Development of a strategy screen tool that can be utilized whenever a new opportunity is presented to “screen out” any projects or programs that we should not take on.
2/2020	CH	Development of a coaching program.
12/2020	JM/JB	Revitalizing the Dayton Correctional Institution Peer Mediation Program.
12/2020	JM	Development of a “Workplace Responding Effectively to Conflict Training” that can be marketed to local non-profits and businesses.
12/2020	AP/AG	Development of a court mediation start-up kit that can be marketed for local courts in order to gain access to surrounding court systems.
1/2021	AP	Development of a Greater Dayton Property Management program.
1/2022	MZ	Connecting with Human Resources organizations to provide SHRM certified trainings.
12/2022	MZ	Identification of organizations for which the DMC should be written into policies as an automatic referral and get written into their policies.

Revenue Goal 2: *Develop successful marketing and grant strategies to generate additional revenue and support Center services.*

Statement on Strategy: The Center depends for the majority of its budget on contracted services, fees for service, and fundraising. In order to stay operational and grow to the level needed to fulfill the goals outlined in this strategic plan, the Center needs to generate additional revenue in all three categories while screening out initiatives that do not align with its other goals or help it increase its financial sustainability. In addition to sustaining current practices, the Center will need to enhance its marketing efforts in order to market its services to new potential customers.

Due By	Owner	Action Item
Ongoing	AP	Regularly assess and update marketing materials to better market services that we currently provide or will provide in the future.
Ongoing	AG	Assess and update website regularly.
Ongoing	MZ	Create and maintain an annual marketing budget to be used to market services annually.
12/2020	CH	Develop a plan to leverage volunteers to gain access to new clients and implement in 2021.
1/2021	JN	Gather testimonials from former clients to use in marketing efforts and on website.
1/2021	MZ	Develop a process for creating and publishing an annual report about the center and our programming.
1/2022	MZ	Market to larger clients, like Montgomery County, to drive referrals and demand for services.
1/2023	AP/AG	Explore the possibility of a dedicated position of marketing and development.
1/2024	MZ	Explore the possibility of a dedicated grant writer who can apply for targeted grants.
Annually	CH	Identify and apply for funding resources to support the Dayton Correctional Institution's Peer Mediation Program.



Dayton
Mediation
Center

from conflict to conversation

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