

DVSAS Strategic Plan 2024-2028

Commitments to One Another: *In working to realize our goals, we:*

- Value staff as our greatest resource
- Center Diversity, Equity, and Inclusion
- Choose quality over quantity
- Value kindness over expedience
- Celebrate successes and learnings
- Repair with one another when we cause harm
- Approach internal and external projects and opportunities through the lens of collaboration for greater impact
- Value transparency, participation and information sharing in support of our organization and client services

DEVELOPMENT AND FUNDER ENGAGEMENT

Five-year vision: *Nurture and grow our giving community so we can keep funding DVSAS services for years to come*

- Successful, engaging events that continue to grow supporters & community awareness
- Build our base of committed consistent sponsors
- Build up major funder development, grantors, and bequests and build stronger relationships with all funders
- Strategic communication for funders and community: social media, website, emails etc.

PROGRAMS

Five-year vision: *Offer robust, equitable, evidence-based programs that serve our clients across Whatcom County*

- Program growth that meets the needs of our community and is in-line with our mission and values.
- Consistent evaluation of our ongoing programs
- Increase our presence in rural service areas
- Develop a fee structure for training and consulting that can be offered in our community

ORGANIZATIONAL STRUCTURE AND CULTURE

Five-year vision: *Cultivate diverse employees and board members who love being here and are supported and developed to sustain themselves in this work*

- DVSAS is an employer of choice who hires, retains, and supports a diverse organization
 - Improve compensation for employees
 - Provide professional development and a learning culture
 - Focus on employee health and well-being
 - Enhance relationships with one another across programs, physical locations, and organizational roles
 - Maintain a budget for staff appreciation, connection, and fun
- Accountability at all levels to the mission and values of the agency
- Engaged, knowledgeable, and a diverse board that understand their role and responsibilities

FINANCIAL SUSTAINABILITY

Five-year vision: *A transparent, informed financial plan that ensures the long-term viability of our organization and its employees*

- Articulate a strategy for contributions to and differentiation of the endowment and rainy-day fund
- Determine the long-term fiscal strategies that will allow us to:
 - Fund non-grant covered staff roles
 - Ensure the financial health of our staff
 - Ensure the longevity of the organization
- Establish a dashboard with metrics to track our progress
- Research and determine feasibility of 32–35-hour workweek towards reducing vicarious trauma

VOLUNTEER ENGAGEMENT

Five-year vision: *A consistent volunteer program that brings value to our clients and develops relevant skills in a diverse group of volunteers*

- Fund a Volunteer Coordinator/Community Outreach staff who will oversee year-round tabling and recruit, train, and support a growing volunteer base
- Continue to be a nurturing place for people in public service, developing volunteers who:
 - Are knowledgeable, versatile, and committed
 - Have a quality rewarding experience at DVSAS that leaves them feeling valued and in community with us

CAPITAL IMPROVEMENTS

Five-year vision: *Maintaining security, ensuring accessibility, and prioritizing safety in all of our buildings and operating systems*

- Analyze rental revenue vs capital costs annually, in order to monitor the viability and sustainability of renting versus owning the Douglas building.
- Create a timeline and budget for strategic prioritization that allows us to:
 - Be proactive, not reactive
 - Continue creating safe, healing environments for our clients
 - Continue to be an organization that ensures fair and equitable practices with tenants at the Douglas building