



2022-2025 DIAL/SELF Strategic Plan

The **Mission** of DIAL/SELF is to help young people increase their personal and community strengths and develop autonomy by connecting them with housing, income, education and civic opportunities.

The **Philosophy** of DIAL/SELF embraces the principles inherent in the *Positive Youth Development* framework, which believes that all youth possess unique strengths which are enhanced by community support and collaboration and that all youth should have the right to exercise choice in their own lives.

The **Core Values** of DIAL/SELF include:

1. **Collaboration** — We work collaboratively with youth, with each other, and with our community to make the most of our combined resources.
2. **Accountability** — We hold ourselves accountable to high ethical, administrative, programmatic, and fiscal standards.
3. **Innovation** — We develop and implement creative solutions in response to community needs.
4. **Respect** — We demonstrate respect through active listening, responsiveness, and inclusion of diverse perspectives.
5. **Equity** — We acknowledge that our agency exists in a world with systemic racism and other forms of intersectional inequity, and we make efforts to be aware of and address those inequities.

Vision

Youth in our communities will have what they need to experience wellbeing. Youth will be meaningfully engaged in and valued by their communities.

Three-year vision

Over the course of the next three years, we expect to continue engaging with the opportunities and needs presented by an equitable recovery from the COVID-19 pandemic. In 2025, DIAL/SELF will have stronger programs and organizational and financial structures, guided by the intentional inclusion of youth voices and organizational commitment to racial justice and equity.

Strategy Screens

We are operating in a rapidly changing world. In recognition of this, DIAL/SELF is committed to remaining nimble and responsive to opportunities as they arise rather than committing to specific courses of action enshrined in detailed plans.

To achieve this vision, DIAL/SELF Board and Staff will use the following strategy screens to rapidly evaluate opportunities and potential activities and ensure their alignment with our vision.

Activities that aren't necessarily aligned with our current strategy screens may be undertaken, but these screens will help the staff, management and the Board guard against mission drift.

Racial Equity, Diversity and Inclusion

DIAL/SELF is committed to increasing equity and justice for all as a means of achieving our agency's mission/vision. Many marginalized young people including, but not limited to, people of color and LGBTQ+ have been disproportionately impacted by historical and systemic white supremacy, discrimination and injustice. DIAL/SELF also acknowledges that intersectionality has a multiplier effect on inequity for many people.

DIAL/SELF seeks to operate in an explicitly anti-racist and inclusive way. Our dedication to embodying this commitment must weave through all aspects of governance, operations and service delivery.

Therefore, in the consideration of any potential action or opportunity, the Board and staff of DIAL/SELF will consider the following questions:

- How is white-dominant culture at play [here](#)¹? Will this decision work against white dominant culture?
- Will this have a disparate impact on certain racial, gender, ability, identity or other groups?
- What do we know about the impact of historical inequities at play in this decision?
 - How do we know? What research do we need to undertake?
 - How has the wider historical context played out locally? Will this decision require additional resources to address local context?
 - Who can we speak with to deepen our understanding?
- What additional knowledge and training is needed for those involved, and who is involved?
- Is this decision being made *with* the people most impacted by the results? If not, how can we include those people and center their experience?

¹ D/S Board and Staff are committed to ongoing learning/unlearning related to white supremacy culture and how to interrupt it. For an overview of the characteristics of white supremacy culture, we refer to Tema Okun's "white supremacy culture" available for download at www.dismantlingracism.org.

Evaluation:

As this strategy screen is to be activated in connection with the screens below, there are no isolated evaluation metrics proposed here. However, D/S is committed to listening to and learning from the communities we serve. We will admit where we fall short of our efforts to be an actively anti-racist organization and do everything in our power to learn from our experiences and take corrective actions.

Financial Strategy

The organization's financial stability is essential to providing high-quality services that drive positive outcomes for our youth. DIAL/SELF seeks to fund its work in ways that provide maximum flexibility. To that end, we strive to increase the resilience of our programmatic offerings by blending funding streams. Ideally, DIAL/SELF will grow the percentage of unrestricted operating funds, freeing us to invest in our participants and infrastructure as the need arises.

In 2021-2022, DIAL/SELF's annual operating budget is \$1,720,000. Our largest single grant funding source is AmeriCorps at \$450,000 in federal funds. 82% of our budget is funded through public grants. 7% of the budget is non-contract revenue that can be classified as unrestricted operating funds.

Our strategic objectives for financial health are to:

- Increase the percentage of our annual budget that is unrestricted operating reserves.
- Invest in the people and places that make our work possible through a combination of expanded benefit offerings and increased compensation.
- Increase our organizational resilience by diversifying our sources of funding.

The following questions can be used to guide decisions regarding actions or opportunities as they affect our finances.

- Will this diversify our sources of funding?
- Will this improve DIAL/SELF's resilience by building operating reserve funds?
- Will this require continued funding that is not currently identified?
- Is this funding flexible enough to allow for direct cash payments to program participants to meet their needs?
- Will this funding require reports or data that we are not currently set up to provide? Will DIAL/SELF staff add a significant administrative burden by taking advantage of this funding?
- Will this funding allow DIAL/SELF to increase staff compensation?
- Will this funding source increase with time to match increasing expenses?
- Does this funding require matching funds to be identified/secured?
- Does this funding have a set aside to cover administrative/indirect expenses?
- Is the funding source aligned with DIAL/SELF's values and our commitment to racial equity, diversity, and inclusion? Are the tradeoffs of accessing that funding source worth it?
- Have we reviewed Racial Equity, Diversity and Inclusion screens?

At the end of the three-year strategic planning cycle, we will evaluate our success in this strategic area by:

- Using an internal comparison to compare current statistics to those of previous years to determine if DIAL/SELF met its goal of increased fundraising of diverse and flexible funding sources. Including, at minimum:
 - Average pay rates
 - DIAL/SELF's net worth
 - A % spread of revenue sources that shows restricted and unrestricted funding

Programmatic Strategy

DIAL/SELF delivers services to youth and young adults through a positive youth development framework that is designed to meet material needs (housing, food, income, clothing, etc.) and support social-emotional wellbeing (safety, positive relationships with peers and other adults, community connections, self-esteem, etc.).

Our strategic objectives for programmatic health are to:

- Maintain, develop and deliver services that directly meet needs identified by the youth we serve and the staff at DIAL/SELF.
- Increase the reach of our programs and services to meet the needs of more youth in our service area.
- Participate as active members of a service ecosystem in our service area.

The following questions can be used to guide decisions regarding actions or opportunities as they affect our programmatic offerings.

- Will this directly meet a need identified by the youth we serve?
- Will this directly meet a need identified by staff or community members?
- Will this directly increase the physical and social-emotional health and wellbeing of the youth we serve?
- Will this allow us to gather and apply outcome/impact data that will improve our ability to tell our impact story?
- Will this allow us to meet a need identified in our community by exercising a particular organizational strength?
- Will this require expanded organizational capacity to be sustainable?
- Will this require expertise that we don't currently have on staff?
- Have we reviewed Racial Equity, Diversity and Inclusion screens?

At the end of the three-year strategic planning cycle, we will evaluate our success in this strategic area by:

- Reviewing the services maintained, expanded, contracted, opened, closed.

- Using data sources such as: service counts and the type of service provided; including basic demographic information disaggregated by at least race and gender and age; geographic service areas changes (expansion/contraction)
- Review collaborative endeavors over the cycle of the plan that D/S was involved with and what agency and community impacts occurred through those efforts.

Organizational Strategy

To deliver the highest quality of service, DIAL/SELF must devote attention and resources to the organizational structures that support our operations.

Our strategic objectives for organizational health are to:

- Recruit and retain an engaged and capable staff.
- Offer leadership development opportunities for staff at all levels of the organization.
- Build organizational resilience by ensuring a sustainable division of responsibilities.
- Maintain and improve our attractiveness to investors by increasing the quality of our public visibility.

The following questions can be used to guide decisions regarding actions or opportunities as they affect our organization.

- Will this increase compensation (including take-home pay and/or fringe benefits) for staff?
- Will this offer leadership opportunities for staff?
- Will this provide an opportunity for professional development for staff?
- Will this be sustainable if current staff leave the organization?
- Will this allow for more attention to be devoted to our resource development function?
- Will this increase organizational resilience by spreading institutional knowledge to more staff?
- Will this require additional legal expertise/support?
- Have we reviewed Racial Equity, Diversity and Inclusion screens?

At the end of the three-year strategic planning cycle, we will evaluate our success in this strategic area by:

- OCAT informed DIAL/SELF focused agency climate survey
- Turnover rates
- Median pay increase
- Review of public media coverage and external recognition.