Dane County TimeBank

2019-2023 Strategic Framework

– Approved 05/21/2019 –
Introduction

The Dane County TimeBank embarked on a planning process in October 2018 to set direction and hone priorities as it continues to evolve and mature. The Board of Directors assessed the current mission statement in December 2018 and determined a stakeholder inquiry process to gather insights from members of the TimeBank and the broader community.

In January 2019, an electronic survey was issued via the website, a general email, and a targeted invitation to 41 stakeholders. Thirty-three individuals completed it during the two-week response window. Board and staff members also conducted individual interviews with about 20 strategic community partners. The insights and themes from that inquiry process informed deliberations.

The Board of Directors met on February 23, 2019, for a planning session to discuss the organization’s current state, intended outcomes, and opportunities to enhance both impact and sustainability. A preliminary draft was reviewed among a task force of Board and staff in March for clarity, completeness, and relevance. This draft was deliberated by the full Board on March 28, 2019, subsequently edited by the Task Force on April 9, 2019, and discussed at the April 30, 2019, Board meeting. It was approved by the Board on May 21, 2019.

This document distills those discussions and the information gathered into a strategic framework that provides focus areas to advance the mission in a responsible and strategic manner. It provides direction for the Executive Director to create implementation and project plans with staff. It serves as a guide for semi-annual discussions with the Board about progress and potential modifications based upon changing circumstances in the community.

The framework consists of the following elements:

- **Ideology**
  - Mission
  - Vision
  - Values

- **Framework**
  - Goal
  - Strategies
  - Areas of Focus
  - Initiatives
  - Performance measures

Observations and questions for deliberation are also provided along with contextual organizational information and a strategy to advance communication about this framework.
Mission *descriptive statement capturing the organization’s purpose, why it exists*

- To connect people in sharing time and talents to meet needs, improve systems, and address community issues throughout Dane County.

Vision *descriptive language reflecting desired accomplishments, what it wants to achieve*

An interconnected community in which meaningful relationships drive collective change.

By 2023, the authentic way in which the Dane County TimeBank approaches community issues will have inspired systems and social change. The active engagement of members will have generated recognized impact on an individual and collective level. The organization will be modeling resource sharing and community building that breaks down walls between diverse groups and demonstrates mutual respect and support for all.

Values *core principles that shape actions by all representing the organization, how it acts*

- Assets – Everyone has something to contribute to the well-being of others in their community.
- Reciprocity – We need each other. Giving and receiving are the basic building blocks of positive social relationships and healthy communities.
- Respect – Every human being matters. Everyone deserves respect from individuals and civic institutions.
- Social Capital – Belonging to a mutually supportive social network brings more meaning to our lives and new opportunities to rebuild our trust in one another.
- Work – Some work is beyond price. Those who carry out the really essential activities like bringing up healthy children, helping to keep their communities safe, and caring for those around them, need to be validated and rewarded for their work.
Goals  *that which is paramount for the organization to move the mission*

- Achieve wide-spread community engagement with timebanking to meet individual needs, address collective challenges, and promote economic justice.

- Advance systems change around social justice issues requiring community action.

Strategies  *interconnected ways by which the organization will channel resources to achieve the goal*

1. Leverage the power of diverse members who engage in timebank exchange and share a commitment to community-based solutions

2. Establish intentional collaborations with other organizations that shape the community

3. Cultivate lateral leadership to convene disparate voices in an authentic way to shift the narrative around sensitive situations and on sensitive issues

4. Provide affirming experiences for individuals and organizations engaged in resource exchanges

Areas of Focus  *areas in which the organization must concentrate effort in order to advance successfully*

A. Community Outcomes

B. Visibility & Awareness

C. Member Engagement

D. Operational Stability
Initiatives  *pursuits to advance the mission, achieve the goal, and realize the areas of focus*

The following priorities emerged for action (and are related to the identified areas of focus). The initiatives are sequenced to promote realistic expectations for achievement, but the timing is subject to change/shift based upon interests, resources, and progress. Moreover, some initiatives intersect and efficient progress hinges on a mindful approach to implementation.

It will be critical for the Executive Committee to identify lead accountability for advancing these initiatives, understanding that Board members, volunteers, and staff may all be involved in different ways for doing the work required to complete the initiative.

2019

- Inventory assets available to advance the strategic framework (A, B, C, D)
- Plan/pursue hiring of a full-time employee to coordinate outreach/communications (A, B, D)
- Create a pool of people with common interests to organize specific social events (B, C)
- Redefine the structure through which volunteers support the work of the organization (C, D)
- Complete an employee handbook with documented policies and procedures (D)

2020/2021

- Pursue a more multicultural volunteer base (A, B, D)
- Establish a dedicated work group to pursue resources and develop an action plan (B, D)
- Establish a youth advisory group (A)
- Evolve the DCTB brand through materials that reflect its intended impact (B, D)
- Secure funding for and implement technology improvements (D)
- Develop a staffing plan that leverages human resources in a strategic, sustainable way (D)
- Deploy a public relations strategy to garner attention on DCTB projects and advocacy (B, D)

Beyond

- Conduct a campaign/drive to diversify membership (A, B, C, D)
- Engrain timebanking across nonprofits and in community events (A, B, C)
- Expand alternative conflict resolution practices (A, C)
- Co-create a social determinants of justice framework for social systems change (A)
- Encourage greater accountability between members and get members to log their hours (C)

Performance Indicators  *means by which we will gauge progress against our endeavors*

- Actively engaged members and member-organized projects addressing community issues
- Collaborations with other community groups
- Diversified funding streams
- Multicultural membership
- Social and systems change impact in identified areas of activity