

2025 Strategic Plan



**Community Mediation &
Restorative Services, Inc.**

Helping Resolve Conflict and Repair Harm



ABOUT THE ORGANIZATION

Since 1983, Community Mediation & Restorative Services, Inc. (CMRS) has helped individuals move from conflict to resolution and from harm to healing through respectful and confidential mediation and restorative processes. Many of our community's most pressing issues—housing instability, school conflict, juvenile crime, family, workplace, and neighborhood discord—stem from an unresolved dispute or offense. As dispute resolution and restorative practice experts, we systematically change how communities address conflict to find mutually acceptable and lasting resolutions.

We design and deliver services that help individuals avoid the collateral consequences of court, law enforcement, housing, and school disciplinary systems.

In the internet age, traditional processes for resolving conflicts, such as suspensions and evictions, create an electronic record, turning events rooted in poverty, racial discrimination, and trauma into a long-term label and barrier. The collateral consequences of non-payment of rent, petty juvenile offenses, and school conflicts disproportionately impact communities of color and low-income individuals.

We reduce this disparate impact by working with local communities and institutions to reframe our understanding of conflict and harm and redesign how we prevent and respond. Our Board of Directors, Staff, and Volunteers are all committed to providing the inspiration and tools needed to improve communication, engage in conflict, and heal from harm.

LETTER FROM EXECUTIVE DIRECTOR

I want to thank the Strategic Planning Committee and our Board of Directors for their commitment to this planning process and patience in seeing it through to the end. This strategic plan is the result of a year-long effort involving dozens of board members, staff, and partners to create an ambitious vision for the future of CMRS that deepens our commitment to equity and inclusion. This process challenged us to think critically about the organization's future and our role in ensuring communities in and beyond Hennepin County have the framework, tools, and inspiration to build community and to move from conflict to resolution and from harm to healing.

CMRS recognizes that many of our community's traditional dispute resolution systems reflect and cause racially disparate harm. We are committed to working with communities to provide alternative community-based methods grounded in equity and agency. Further, while we remain available to provide services at any point in the conflict/harm continuum, we will continue to move our work upstream, incorporating strategies to address underlying and systemic roots. In support of this plan, we engaged in a comprehensive process to update the CMRS's vision, mission, and values, identify a series of strategic priorities to support continued growth, and design an implementation plan to guide our work over the next few years.

I look forward to working with staff and partners eager to implement our plan.

- Beth Bailey, Executive Director

VISION

We envision a world where communities can equitably navigate differences, resolve conflict, and prevent and address harm.

MISSION

Our mission is to develop the capacity of the community to respectfully resolve conflict and repair harm

CORE VALUES

Equity. We advance equitable, effective, and accessible programs and services to promote respect and compassion in our communities.

Inclusion. We believe that better solutions emerge when people with diverse perspectives and lived experiences feel valued and respected and have equitable opportunities to contribute their voices.

Accountability. We honor and hold ourselves accountable to our work's Indigenous, West African, and Black civil rights activist origins and acknowledge that conflict is often rooted in systems that perpetuate inequities.

Agency. We believe in the capacity of individuals and communities to shape the conversations and decisions that impact their lives and our communities.

Community. We build and maintain relationships with individuals, families, and organizations that bring people, resources, and ideas together in authentic and transparent ways.

STRATEGIC PRIORITIES



Empowering Staff and Leadership to Support

Communities: Equip all board members, staff, contractors, and volunteers with the skills, training, and resources necessary to be effective.



Investing in the Future of the Organization: Create a funding model that stabilizes the organization and enables us to build lasting relationships in communities.



Expand Community-Wide Dispute Resolution and Restorative Practices Services: Provide equitable and inclusive access to dispute resolution and restorative practice services across our communities.



Communicating a Story of Impact: Ensure the communities we serve and partner with clearly understand the organization's programs, services, and impact.



Empowering Staff and Leadership to Support Communities

Equip all board members, staff, contractors, and volunteers with the skills, training, and resources necessary to be effective.

To achieve this goal, we will:

- Build an organizational structure that reflects the roles, responsibilities, and decision-making authority necessary for professional development and growth.
- Prioritize equity and inclusion throughout recruitment to increase board, staff, and volunteer diversity.
- Launch Board-level committees to strengthen the Board of Directors' ability to govern and provide direct support to staff.
- Invest in the professional development of board members, staff, and volunteers to support continuing education and career growth.



Investing in the Future of the Organization

Create a funding model that stabilizes the organization and enables us to build lasting relationships in communities.

To achieve this goal, we will:

- Expand partnership with Community Mediation Minnesota and Community Dispute Resolution Programs statewide to unlock additional funding.
- Increase revenue-generating activities by identifying and providing training and services aligned with our mission.
- Implement an annual fundraising strategy focused on grants and individual donors to build the long-term sustainability and stability of the organization.



Expand Community-Wide Dispute Resolution and Restorative Practices Services

Provide equitable and inclusive access to dispute resolution and restorative practice services across our communities.

To achieve this goal, we will:

- Create safe and welcoming physical and remote environments for staff and communities.
- Advocate for increased dispute resolution and restorative practices in settings upstream of the municipal court systems and school districts.
- Increase our capacity to provide culturally and linguistically responsive services to our communities.
- Develop partnerships with community-based organizations to improve the efficacy of our outreach efforts across the communities we serve.



Communicating a Story of Impact

Ensure the communities we serve and partner with clearly understand the organization's programs, services, and impact.

To achieve this goal, we will:

- Utilize concise and consistent messaging across all communication platforms to increase visibility and build a shared understanding of our programs and services.
- Promote dispute resolution and restorative practice services in communities underserved by Community Dispute Resolution Programs.
- Implement an evaluation framework to identify the impact of our programs and services throughout the communities we serve. restorative practices using data.



THANK YOU!