

VOMA - Victim Offender Mediation Association

Strategic Plan – approved 11/15/00

Mission¹:

Promoting and enhancing restorative justice dialogue, principles, and practices. Our mission will be achieved only with a commitment to full diversity and equality of participation for all people. VOMA holds this commitment as central in its work.

Niche²:

VOMA is an information resource and activist membership organization, advancing the heart of restorative justice principles and the effective practice of Restorative Justice Dialogue.

Goals 2001-2003:

It is our understanding and commitment that diversity is embedded in all of our goals and the work we do to achieve them.

1. Become a global leading information and resource network for Restorative Justice Dialogue practitioners and others.
2. Grow as a leading and diverse membership organization advancing the Restorative Justice field.
3. Expand the understanding and application of Restorative Justice principles.
4. Enhance the effective practice of Restorative Justice Dialogue.
5. Evolve governance and expand management to further excellence in achievement, accountability, and inclusion.

Objectives:

Goal 1: Become a global leading information and resource network for Restorative Justice Dialogue practitioners and others.

	* Years
a. Over a three-year period, maintain annual conference attendance at 350 per year.	2001/2/3
b. Enhance web site to distribute VOMA supported resources worldwide.	2001/2/3
c. Determine VOMA's online niche, ensure content depth and interactivity in areas where VOMA is unique, and enhance web site to ensure 15-20 links with other web sites supportive and helpful to RJ practitioners worldwide	2001/2
d. Become a preferred link for 10-15 other organizations to post and	2001/2

¹ Note: There are times when the words "restorative justice dialogue" are used in lower case and other times when they are presented in capital letters. Lower case restorative justice dialogue includes two concepts. The first is the public discussion about restorative justice values and principles and the general value of dialogue as an essential exchange and relationship that builds potential for human understanding and peace. The second is the specific practice that centers on face-to-face contact and communication that includes victims, offenders, and their communities. Restorative Justice Dialogue in capital letters refers exclusively to the specific structured practice and process that VOMA has expertise in and holds as its core professional practice. Restorative Justice Dialogue is what VOMA promotes and enhances through its training for RJ practitioners in multiple venues, and with multiple partners and stakeholders.

² Ibid

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share information, participate in calendar, and engage in resource/material promotion and sales	
e. Publish newsletter 4 times per year and if feasible and needed, publish 1 "scholarly" journal per year.	2001/2/3
f. Develop and implement two or more large-scale projects in which VOMA attracts funding for use at local or regional level.	2002/3
g. Ensure annual conference presenters and attendance reflects leadership diversity of cultures, people and organizations.	2001/2/3
h. Ensure outreach, program content, and scholarships support and reflect diversity.	2001/2/3
i. Develop a "source of funds" information base and regularly update members and others on availability and best practices in obtaining funds	2001/2/3
j. Provide technical assistance/advice to at least 165 individuals and/or programs over three- year period with an emphasis on fostering diverse leadership in the field.	2001/2/3
k. Participate at the national and regional level in the development of guidelines and processes for the distribution of funding for restorative justice programs.	2001/2/3
l. Sustain a diverse network of volunteer, staff experts and trainers who provide information, TA, and consulting to build and enhance RJ programs and organizations.	2001/2/3

Goal 2: Grow as a leading membership organization advancing the Restorative Justice field.

a. Establish a base line of current levels and types of diversity in VOMA membership and leadership.	2001
b. Establish measurable annual targets and achieve progress on increasing diversity in both membership and leadership.	2001/2/3
c. Over a three-year period, increase VOMA memberships to 600.	2001/2/3
d. Increase membership proportion from outside North America to 10%.	2002/3
e. Enhance web-site to include membership-only practice tips, info/calendar updates, and interactive chat room/resource sharing.	2002/3
f. Based on member surveys, focus VOMA activities to enhance specific local diversity outreach and other program efforts.	2001/2/3
g. Identify and promote a diversity of effective trainers and other training/education resources for members in special theme newsletters.	2001/2/3
h. Periodically survey members to ensure member-based leadership, program priorities, satisfaction, and response to emerging needs and issues for local programs.	2001/2/3

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Goal 3: Expand the understanding and application of Restorative Justice principles.

a. Revise, publish and widely promote the VOMA Ethical guidelines	2001/2/3
b. Develop and implement 3-5 joint projects or long term alliances with North American or world wide partners specifically NAFCM, BARJ, European Forum, and Network: Interaction for Conflict Resolution	2002/3
c. Advocate for sustained and increased U.S. federal funding for restorative justice programs.	2001/2/3
d. Educate and advocate within the private funding sector for sustained and increased funding for restorative justice programs.	2001/2/3
e. Initiate plans, with co-sponsors, for a restorative justice " summit" to address public policy, diversity, systems change	2002/3
f. Follow-up with key informants identified in strategic planning process to deepen relationships, enhance opportunities for collaboration, and integrate and cohesively distribute leading knowledge and learning.	2001/2/3
g. Develop and approve operating principles and values for VOMA	2001

Goal 4: Enhance the effective practice of Restorative Justice Dialogue.

a. Adopt or develop a core basic training curriculum and materials for restorative justice dialogue practitioners	2001/2
b. Adopt or develop an advanced training curriculum and materials for restorative justice dialogue practitioners	2001/2002
c. Develop a train-the-trainer program in support of core VOMA curricula	2002/3
d. Develop and deliver regional professional development workshops and conferences in North America and beyond.	2002/3

Goal 5: Evolve governance and expand management to further excellence in achievement, accountability, and inclusion.

a. Enter into a 1-2 year agreement with a "host" organization with the resources and capacity to house VOMA and assist with organization development.	2001/2
b. Establish a permanent home and become a professionally managed organization with 4 FTE's and additional contracted specialists.	2003
c. Implement short and long term collaborative and strategic affiliation agreements that maximize shared program resources, in-kind value exchanges, and efficiencies in administrative costs.	2001/2/3
d. Increase fiscal strength: \$500,000 annual operating budget (with 30% earned 70% operating and project grants), \$50,000 operating reserve.	2003
e. Build and provide ongoing support for enhanced web site worldwide.	2001/2/3
f. Revisit regional structure and either strengthen or modify it.	2001/2
g. Increase earned revenue through sale of VOMA produced publications,	2002/3

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services, and products to 15% of annual budget.	
h. Adopt and implement a Policy Governance model; modify board composition, structure, and practices, as called for.	2001/2/3
i. Enhance board competence and awareness regarding issues of diversity and inclusion/disparity of participation.	2001/2/3
j. Develop and implement a marketing plan (options/components, packaging, pricing, and promotion) for organization including training, membership, plan etc.	2001/2/3
k. Develop pricing/payment policies that ensure cost is not a barrier to VOMA information, membership, products or services.	2001/2/3
l. Implement a results-based performance assessment process for VOMA and its member programs. (Does not assume individual accreditation, but rather a process of reflective assessment - likely to include customer and peer review - to assess effectiveness.)	2002/3
m. Conduct semi-annual sessions that assess and modify the strategic plan to keep it current and useful as a guiding document for overall organizational action.	2001/2/3

[Revised-Mission=Goals5]