

# RJCO Strategic Planning Retreat

## *Summary Report: February 2019*



## Overview

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In February 2018, the Coordinating Committee (CC) spent two full days in strategic planning. This was done with the guidance and support of co-facilitators Kevin Grant and Molly Curry. The Committee's collective planning was influenced greatly from our own experiences in the work, as well as the support, wisdom, and constructive criticism provided by members, colleagues, and coalition partners. Following is a summary of the key outcomes from this time together, including the RJCO Strategic Plan for 2019-2020.

## Key Accomplishments Since 2015 Strategic Plan

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We began our work together reflecting on some of the key accomplishments achieved since the creation of the last strategic plan in 2015. The following is not conclusive, but a few of the accomplishments achieved over the course of the past three years.

### Key Accomplishments

1. Organized ongoing practice reflection in association with the Quarterly CC meetings.
2. Informal steps taken to connect more deeply with CDRCs
3. Reached out to many RJ groups and brought them to the table: state agencies (OYA, DOC) counties, DRCs, Law School Non-Profits, For-Profits, etc.
4. We have an election system, which includes checklists, gap analysis bias for applicants, election buddy voting system, staggered terms, vacancy filling, recruitment outreach, and solicitation.
5. Membership Growth
6. Conducted two membership drives
7. Provided member information session at the NWJF
8. Online materials for membership registration
9. Quarterly Newsletter established and sustained
10. Ongoing creation of a key stakeholder list (justice and education sectors)
11. Communication Plan (in progress)
12. Resource pages online

## SWOT Analysis

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Prior to identifying goals for the 2019-2020 Strategic Plan, the CC was led in an activity to review the SWOT analysis conducted in 2015 in order to identify what was still relevant in 2019. In addition, we were to add anything that stood out as new to the context now that was not initially included in the

analysis. This was an informal process, which ultimately guided our thinking around prioritizing goals for the 2019-2020 Strategic Plan. Following an informal listing of the ideas that emerged in this analysis.

## Strengths

Still Relevant Strengths from 2015	Additional Strengths in 2019
<ul style="list-style-type: none"> <li>• Strong foundation, vision and passion</li> <li>• Momentum and interest for restorative justice in OR</li> <li>• Restorative justice provides alternative to traditional criminal justice system</li> <li>• Skilled practitioners with varying backgrounds</li> </ul>	<ul style="list-style-type: none"> <li>• Ties to Community Dispute Resolution Centers</li> </ul>

## Weaknesses

Still Relevant Weaknesses from 2015	Additional Weaknesses in 2019
<ul style="list-style-type: none"> <li>• Lack of sustainable resources – time and money</li> <li>• Lack of clarity on how to move forward</li> <li>• Lack of broad skills (e.g. Fundraising, etc.)</li> <li>• Lack of broad representation of impacted populations</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of identified bandwidth for fundraising</li> </ul>

## Opportunities

Still Relevant Opportunities from 2015	Additional Opportunities in 2019
<ul style="list-style-type: none"> <li>• Funders with support to RJ</li> <li>• National and State momentum toward RJ practices (added ‘cities’ in 2018)</li> <li>• Potential to build within schools</li> <li>• Funding Capacity is growing</li> <li>• Potential to impact many types of orgs</li> <li>• Increased support from CDRC’s</li> <li>• Gain favorable media attention</li> <li>• Restorative justice practices allow collaboration</li> </ul>	<ul style="list-style-type: none"> <li>• Two nationally funded projects in Oregon – Interest and Attention</li> <li>• Political polarization being opportunity for people to try something different</li> <li>• School shootings, #metoo movement, which are important, and may be eliciting openness that didn’t previously exist to creative, new and different approaches (i.e. restorative justice). (This is also listed as a threat).</li> </ul>

## Threats

Still Relevant Threats from 2015	Additional Threats in 2019
<ul style="list-style-type: none"> <li>• Practices that cause harm under the restorative justice banner</li> <li>• People’s fear of the unknown</li> <li>• New branches and directions of restorative justice that may dilute the integrity of the field</li> <li>• Bad Press</li> </ul>	<ul style="list-style-type: none"> <li>• New momentum creates new resistance</li> <li>• Political Parity</li> <li>• School shootings, #metoo movement, which are important, but also may be intensifying a climate of fear, which elicits a default response of retribution (this is also listed as an opportunity).</li> </ul>

# Highlights of the 2019-2020 Strategic Plan

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What follows are five strategic goals, a short description of how and why these emerged, the associate objectives, and a sampling of the action steps for each. This is meant to provide an overview of RJCO's priorities for the next two years. This strategic plan is aspirational and will only see significant gains if Members get involved. Please read the following with an eye toward what inspires you and what you feel you can contribute to.

## Race and Equity

Over the past two years, RJCO has been reflecting on and examining the ways in which restorative justice institutions across the state of Oregon are almost exclusively white, including RJCO. In our efforts to recruit more racially diverse people into RJCO's leadership and to prioritize race and equity as a strategic initiative, we have received feedback from Black and Brown people that our efforts have actually created harm. This feedback further illustrates how imperative RJCO's work around race and equity is. We will continue to prioritize it, unpack it, dig deep, and commit to the journey, individually and collectively. Ultimately, our goals are to build relationships with communities of color; center the voices of black, brown and LGBTIQ folks, people with disabilities, and other marginalized communities; improve practice, folding equity and accountability into service delivery, and apply equity analysis to legislative policies.

## Build a Foundational Strategy for advancing restorative justice in public policy advocacy and action in Oregon.

Restorative justice is gaining momentum in Oregon's legislature and RJCO aims to inform decision-making. To do this effectively, we need a strategy for advocating for the thoughtful expansion of restorative justice and its best practices, keeping public safety, victim needs and offender accountability at the forefront. Following are our key objectives and a few associated action steps for each.

*Objective 1: Develop and maintain relationships with at least three policy makers in Oregon.*

1. Identify likely supporters/champions with policy-making leverage.
2. Develop consistent language for outreach to policy-makers.
3. Elicit best practices of legislative reform and lobbying from existing lobbyists.
4. Participate on relevant public policy advisory committees.

*Objective 2: Research and draft an approach and proposal for restorative justice policy and legislation.*

1. Research and collect jurisdictional policy action, process, and outcomes with regard to restorative justice policy in criminal justice and education.
2. Engage key partners aligned with identified legislative and policy priorities to elicit strategies and potential participation.
3. Create an operational definition of restorative justice for the state of Oregon.

*Objective 3: Track relevant bills and policies enacted or in process – respond as RJCO when necessary.*

1. Develop a process for the RJCO CC to quickly review proposed policy/legislation and issue RJCO-endorsed comment/response.
2. Respond to proposed policy changes or legislation.

## **Create funding streams, infrastructure and community partnerships for RJCO to be a sustainable coalition.**

For RJCO to effectively attend to its mission, we need to be a strong, sustainable, and professional coalition with strategic and robust relationships across Oregon. We believe this is demonstrated with integrity to our values when we are also adaptable and flexible to the needs of our Members, Partners, and those most impacted by our work. We want to be strong, yet agile - adapting and growing over time and into the future. This goal attends to these aspirations.

*Objective 1: Develop sustainable funding streams.*

1. Determine organizational structure for fundraising.
2. Apply for, or advocate for funding.

*Objective 2: Develop and document RJCO systems and policies.*

1. Create process manual articulating protocols and procedures of all ongoing duties and processes of RJCO.
2. Assess current systems and technology – make recommendations for possible improvements.
3. Establish explicit approaches to recruitment and training/coaching to cultivate future RJCO leadership.

*Objective 3: Develop and strengthen key community partnerships.*

1. Identify key strategic non-legislative stakeholders (organizations, associations, etc.).
2. Assign RJCO representative for ongoing participation and representation.
3. Create feedback process for issues, learnings, and decisions to be disseminated to CC and membership.

## **Create a context where Oregonians are consistently aware of, understand, and engage with restorative justice.**

RJCO commits to identifying strategies to provide a framework for the rapidly growing work of restorative justice in Oregon. Included in this framework is a methodology for promoting and supporting consistency and fidelity to the core values of restorative justice. Further, it seeks to create awareness where there is not, to strengthen the network of restorative justice practitioners and to expand the body of stakeholders. Finally, it strives to invite participation in and understanding of restorative justice while building membership in the organization.

*Objective 1: RJCO will develop consistent resources and materials that build awareness around RJCO and restorative justice.*

1. Develop RJCO brochure.
2. Research, identify, or develop RJ101 multimedia/video and presentation.
3. Create “RJCO-Endorsed” talking points that restorative justice practitioners can use to create consistency in messaging.
4. Develop consistent evaluative questions to be used in any presentation using the created materials.

*Objective 2: RJCO will utilize created materials to engage with and support restorative justice, social justice, criminal justice and educational stakeholders.*

1. Develop and host webinars.
2. Hold annual RJCO sponsored training.
3. Create standardized training modules that are endorsed by RJCO.

*Objective 3: Grow a vibrant and engaged RJCO membership base.*

1. Further develop membership benefits.
2. Create online platform for membership engagement (i.e. listserv, chatroom, discussion rooms, etc.).
3. Create protocols around emailing members and potential members.
4. Create networking and connecting opportunities.

## **Develop the infrastructure and collective process necessary for RJCO to develop and coordinate standards of practice and accountability mechanisms for restorative justice in Oregon.**

The growth of restorative justice throughout Oregon brings both significant opportunity and significant risk. The opportunity exists to cultivate systemic responses to harm that are meaningful for all stakeholders while simultaneously interrupting and transforming current systemic and social inequities. The risk results from the harm that can be done under a restorative justice umbrella when practices and programs are implemented without true alignment with the values and principles of this work.

RJCO is the Advisory Committee for this project administered and coordinated by Just Outcomes. It was created to try and mitigate the risks inherent within this growth – particularly to those most impacted by this work. Through this goal, Oregon’s restorative justice movement will explore what it means to be a part of this community and whether there are shared norms that we can collectively develop and adhere to, all explicitly within the context of naming and addressing (to the extent possible) historical inequities within Oregon’s restorative justice movement and leadership.

*Objective 1: Convene restorative justice practitioners and administrators to provide input on plan for establishment of standards (shared norms) in Oregon.*

1. Coordinate and facilitate 10 focus-groups across Oregon to elicit perspectives of Oregon’s restorative justice practitioners and stakeholders.

2. Compile all research into a final report for restorative justice stakeholders in Oregon.
3. Coordinate, develop and facilitate one-day workday for restorative justice stakeholders to provide input on establishment of standards in Oregon.

*Objective 2: Engage the Oregon restorative justice movement in developing agreements and mechanisms for holding each other accountable to developed standards of practice.*

1. Coordinate, develop and facilitate one-day regional work sessions in four regions across Oregon.
2. Coordinate, develop and facilitate one-day state-wide work session to collectively explore accountability mechanisms.

*Objective 3: Engage the Oregon restorative justice movement in developing standards of practice (shared norms).*

1. Coordinate, develop and facilitate one-day regional work sessions in four regions across Oregon.
2. Coordinate, develop and facilitate one-day state-wide work session to collectively explore standards of practice (shared norms).

## Conclusion

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The RJCO CC is a volunteer committee of leaders from across the state committed to strengthening the RJCO movement in Oregon. We are limited in number, perspective, skill, and lived experience, and simply cannot and should not carry out this strategic plan in isolation of RJCO's membership. Therefore, we need and invite your active engagement in the achievement of this strategic plan. If you see anything within this strategic plan that you could contribute to, please [click here](#) to email us your interest. We anticipate your involvement and support in making significant strides over the course of the next two years!