

Fundraising for the Future

Looking for Resources Beyond 2000

Often, when program professionals are asked what the greatest challenge to spreading Restorative Justice practice and philosophy is, whether through VOM, group conferencing, circles, boards or other initiatives, the answer is invariably “we need more money.” In order to support VOMA members in their fundraising efforts, this issue of VOMA Connections features several articles on the theme of fundraising.

- VOMA Connections obtained copyright permission to provide our members with a fundraising matrix (Wright, 1991) that tells you everything you need to know about funding sources. The matrix gives a good overview of funding sources and their respective advantages, disadvantages, motivations, resources required, special tips and role in funding.
- Duane Ruth-Heffelbower from Fresno, CA suggests a series of ideas on how to use the Internet for identifying fundraising resources.
- The “Sustaining Friends Program” is a group of 45 Sustaining Friends churches whom support the local Fresno, CA VORP program in many ways.
- Kathleen Bird, who works in Liberty, MO, offers a crash course in seeking specific funding that originates with the U.S. Department of Justice, Office of Juvenile Justice and Delinquency Prevention (OJJDP) and is channeled to state agencies for distribution.

- Information to obtain an excellent how-to manual on program planning and proposal writing from The Grantsmanship Center.
- Writing a Grant Proposal? The Philanthrofund of Minnesota provides ten practical tips for grantwriters.
- The Community Dispute Resolution Center of Portland, Maine, has received Victims of Crime Act (VOCA) Funding. ✱

| Primary Sources of Funding for Victim Offender Mediation Programs | | |
|---|---------------------|----------------------|
| Source of Funding | Number of Responses | Percent of Responses |
| Local Government | 43 | 27% |
| State Government | 39 | 24% |
| Foundations | 20 | 13% |
| Churches | 16 | 10% |
| Individual Contributions | 15 | 9% |
| Federal Government | 10 | 6% |
| United Way | 9 | 6% |
| Fundraising Projects | 4 | 3% |
| Miscellaneous Fees | 4 | 3% |

National Survey of Victim Offender Mediation Programs in the United States, 1996-97, by Jean E. Greenwood, M.Div. and Mark S. Umbreit, Ph.D. The survey was conducted by the Center for Restorative Justice and Mediation, University of Minnesota, School of Social Work. See <http://ssw.che.umn.edu/ctr4rjm> for the complete survey

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Editors' Note

This is the second edition of VOMA Connections with an all-new look...new layout, logo, regular columns/features. In addition to the improved graphics and layout, we are broadening the content to meet the needs of you, our members/readers.

As we work towards a new improved version of the VC newsletter, we want your suggestions on how to make it better. We also seek your contributions in policy or research, editorials, innovative practice ideas or pilot programs, and issues for discussion. Also, please be on the lookout for good articles, photos, graphics and promotional materials from your own program or others.

VOMA Seeks Sustainability

VOMA has recently submitted a letter of intent to explore funding to increase member services and for capacity-building from a national foundation. As stated in our formal letter of intent " [this is]...a critical time for the Victim Offender Mediation Association and for victim offender mediation within the Restorative Justice movement and... [we need] thoughtful, strategic actions ...in order to keep pace with the needs and challenges of a victim-offender mediation field experiencing significant growth."

The letter suggests a "number of actions that must take place to position the organization for a strong future" including:

- expand membership;
- support growth of regional networks;
- promote high standards of quality and ethics;
- offer additional resources and capacity building for all levels of program sophistication;
- develop group conferencing, circles, boards and other Restorative Justice initiatives in addition to traditional VOM practice;
- provide broader training and conference opportunities such as fostering minority leadership, dissemination of up-to-date findings and developing distance-conferencing and other technologies.

(A special thanks to Gerry Graham, an independent grantwriting consultant from Elk River, MN, for volunteering to write VOMA's letter of intent.)

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VOMA by Region

VOMA has developed regional networks to better serve its members. Following is the United States, Canada and the world divided into seven Regions. After each Board member's name in the Directory on the preceding page, the assigned Region is listed.

Region I

Saskatchewan, Manitoba, North Dakota, South Dakota, Nebraska, and Minnesota

Region II

Wisconsin, Iowa, Missouri, Illinois, Michigan, Ohio, Indiana, West Virginia, Kentucky, and Tennessee

Region III

Ontario, Quebec, New Brunswick, Maine, Vermont, New Hampshire, Massachusetts, Connecticut, Rhode Island, New York, Pennsylvania, New Jersey, Delaware, Maryland, and Washington D.C.

Region IV

Virginia, North Carolina, South Carolina, Georgia, Alabama, Mississippi, and Florida

Region V

Arkansas, Louisiana, Kansas, Oklahoma, Texas, Colorado, New Mexico, and Arizona

Region VI

California, Nevada, Utah, Wyoming, Idaho, Oregon, Montana, Washington, Alaska, Hawaii, Alberta, and British Columbia

Region VII

International Members

Welcome to New Members

Michael Baird OR

Neighbor-to-Neighbor
Community Mediation Services

Barry Lee Burnside GA

Victim Offender Services

Susan Charlton AZ

Randy Dickson TX

Greg Hessel NH

Cheshire Mediation

Buzz Hoffman IA

Fifth Judicial District

Dept. of Correctional Services

Patricia Peagler Lewis OH

Petra Maxwell CA

Martha Mills IL

Allen Moragne CA

Gene Oulette Saskatchewan CANADA

Saskatoon Tribal Council

Carmen G. Peterson FL

Dispute Resolution Services

Ninth Judicial District

Ann Pikus IL

Northwestern University

Jean & Burton Roberts CA

Ann W. Sanford TN

Victim Offender Reconciliation Program

Ann L. Schrader CO

VORP of Denver, Inc.

Andrew R. Sherriff, Jr. CT

Eric Stutzman AB CANADA

EVOMS

Sara Weeks NY

Broome County Accord

Lori Williams MN

Jon Wilmot MI

Bethany Christian Services

Tricia Winslow CO

University of Denver

VOMA Connections

VOMA Connections is published by the International Victim Offender Mediation Association. VOMA's mission is to provide inspiration, leadership and information-sharing in the development and support of various models of justice which create opportunities for dialogue between victims, offenders and their communities for the purpose of healing and restoration.

Submissions of articles, literature reviews, case studies, program news, and other interesting info are welcome for review. Send submissions to either:

Beverly Moore

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44 West Broadway, Suite 202

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.....

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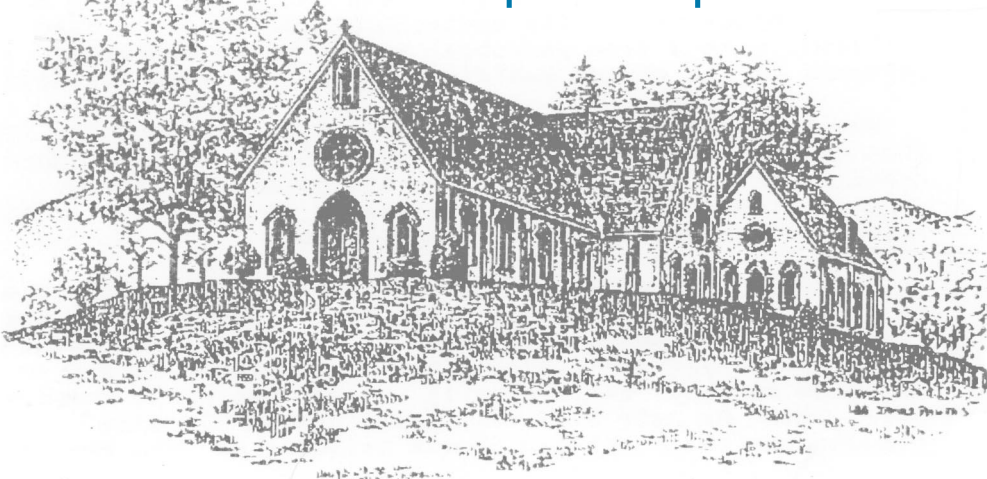
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on-line @ www.voma.org

VOMA Mid-Year Board Retreat at St. Matthias Episcopal Church



This year, VOMA held the mid-year Board Retreat in the Parish House at St. Matthias Episcopal Church in Asheville, North Carolina. St. Matthias is believed to be Asheville's oldest historically Black congregation. The congregation has been meeting since before the end of the Civil War. St. Matthias was entered on the National Register of Historic Places in 1979.

VOMA extends a warm thank-you to mid-year Board Retreat hostess Kim Fink-Adams, Jan Bellard, Glenda McDowell, Warren Wilson College, Jamie Howard (a volunteer mediator), Peter McDowell, Jasper Adams, Elizabeth St. Amand, and Kathy Hall. All were extremely, extremely instrumental in helping set things up and making the weekend most comfortable for Board members.



Board members joined together at the mid-year retreat to work on VOMA's busy agenda. From left, Kathy Hall, Carolyn McLeod, Dave Doerfler, Sue Wiese, Lorraine Stutzman Amstutz, Barbara Schmidt, Jan Bellard, Kathy Elton, Doris Luther, Beverly Moore, Ann Warner Roberts

Executive Committee Report

by Lorraine Stutzman Amstutz, Co-Chair

The VOMA Board of Directors held the 1999 mid-year retreat in Asheville, North Carolina. Thanks to our gracious host Kim Fink-Adams, a former VOMA Board member, and Jan Bellard, who added a great deal of assistance.

During the retreat, discussions focused on how VOMA can fulfill the Mission Statement adopted by the membership in Tucson (1998 Conference and Training Institute), and how VOMA can provide benefits to VOMA members that will strengthen and expand support to the victim offender mediation field. Our final discussion focused on the critical role that VOMA plays in the field of victim offender mediation.

In our discussions, we noted that our Mission Statement purposely leaves out the words "restorative justice," although many of us are working within the broader vision of restorative justice. We agreed that VOMA needs to remain focused on providing leadership specifically within the context of victim offender mediation and conferencing, and that although we find it difficult at times to stay focused because of the broader implications of restorative justice, it is imperative that we strengthen our unique niche. The Board determined that at this point our unique niche means focusing on the annual Conference and Training Institute, the VOMA Connections newsletter and on what is happening within programs implementing victim offender mediation.

1999 VOMA Training Institute and Conference Harrisburg, Pennsylvania September 14-18

VOMA On-Line

VOMA has three different ways members can electronically communicate and acquire information using e-mail and the Internet:

1. VOMA maintains a web site at www.voma.org. The web site contains information on the Association, upcoming training and conferences, current and past issues of VOMA newsletters, and links to related sites. If you join VOMA as an agency, you are entitled to a free web page on the VOMA web page. To take advantage of this benefit send your agency information to duanerh@fresno.edu.

2. VOMA provides a list-serve, intended to provide a medium for networking and sharing of relevant information, resources, and diverse ideas between VOMA members. The list-serve is an e-mail based discussion group in which list-serve subscribers receive messages sent by all subscribers. This forum allows VOMA members to discuss issues related to victim-offender mediation/conferencing, restorative justice, and activities of VOMA. The VOMA list-serve is a benefit for members only. To subscribe to the VOMA list-serve, send an e-mail to duanerh@fresno.edu with the message: subscribe vomalist.

3. VOMA offers members with e-mail addresses the opportunity to receive announcements and information from the Association and Board of Directors via e-mail. To subscribe to the e-mail announcement list send e-mail to duanerh@fresno.edu with the message: subscribe VOMA e-mail announcement list.

VOMA is especially excited about the 1999 Conference and Training Institute in Pennsylvania, September 14-18. During this year's conference, VOMA will celebrate the 25th anniversary of the first VORP. The Conference will provide an opportunity for us to take a look at our past as well as our future. We look forward to seeing you in Harrisburg, PA!

Here are some highlights of the upcoming Training Institute and Conference:

- John Paul Lederach will be our keynote speaker for the Conference on Friday evening. John Paul is Professor of Sociology and Conflict Studies at Eastern Mennonite University and Director of the International Conciliation Service of the Mennonite Central Committee. John Paul has traveled worldwide as a mediation trainer and conflict resolution specialist.
- "Introduction to Victim Offender Mediation," a 3-day intensive training conducted by Eric Gilman. Eric, the Training and Education Coordinator from Langley, BC, provided this excellent training at the VOMA Conference three years ago in Texas.
- Mark Yantzi (who along with Dave Worth had the vision of bringing together victims and offenders of crime in Kitchener, Ontario) has agreed to provide a two-day training on "Dealing with Sexual Abuse Restoratively." Mark has been working in this area for the past 10 years and has recently published a book dealing with the topic.
- The Training Institute will also have eight additional trainings, including "Starting a VOM," "Incorporating Transformative

Mediation Theory in VOM," "Restorative Justice in Communities of Color," "Implementing RJ in Corrections," as well as the Pennsylvania model of "Impact of Crime Class."

- During the Conference VOMA will present 27 workshops on topics that include "Community Mediation and VOM," "Volunteer Recruitment and Care," "Mobilizing the Faith Community," "Grant Writing," "Cultural Bias Issues," "Circles of Accountability," and "Community Building and VOM in Education," to name only a few.

We are very grateful to the Commonwealth of PA for their significant contribution and support of VOMA. The PA Commission on Crime and Delinquency and the Victim Service Advisory Council have each provided VOMA with \$6,000 toward the costs for speakers and trainers at the conference.

This year's Conference will be at the Holiday Inn Harrisburg East and is located 6 miles from Harrisburg International Airport with courtesy shuttle service. For those of you wanting a "flavor" of the surrounding country, Harrisburg is located about 15 minutes from Hersheypark or Chocolate Town USA. Reading outlet shopping and the Lancaster County Amish community are 45 minutes away.

The Conference Brochure will be in the mail by May 1st.

More information and details on the 1999 VOMA Training Institute and Conference will be available on VOMA's website www.voma.org



JJDP Pilot Program for VOM

Juvenile Justice Grants Particularly Suited to Initial Program Development

by Kathleen Bird, J.D.

For the past year, Northland Community Conciliation Center, in the metropolitan Kansas City area, has operated a victim offender mediation program for juvenile offenders through a grant funded under the federal Juvenile Justice and Delinquency Prevention Act. The Act is administered by the U.S. Department of Justice, Office of Juvenile Justice and Delinquency Prevention (OJJDP), which distributes funds to the states and U.S. territories for grant activities.

A JJDP grant is particularly suited to victim offender pilot projects that need support during their initial development. The program emphasizes provision of direct services to juveniles under the age of 17. Technical assistance is available to conceptualize, support and refine projects. The evaluation of project effectiveness is also stressed, which is helpful in strengthening the quality and viability of the project.

Victim offender mediation programs in the juvenile justice system are particularly suited to funding through a JJDP grant because of their common goals. The JJDP Act requires that the states pursue a number of mandates, including rehabilitation, decreased recidivism and initiating community-based alternatives (diversion programs) to incarceration of offenders.

The Department of Justice has been particularly active in exploring restorative justice models in the past five years. A good summary of the restorative justice philosophy for the juvenile justice system can be found in the OJJDP

publication "Balanced and Restorative Justice for Juveniles: A framework for Juvenile Justice in the 21st Century" (August 1997, Gordon Bazemore and Mark Umbreit).

Units of local government, law enforcement agencies, and non-profit organizations are eligible to receive funding through the state grant programs. Collaboration between community-based groups, the juvenile justice system and law enforcement agencies has been emphasized by Congress in approving funding in the past few years. The grant cycle is based on the federal fiscal year, October 1 - September 30. Grants are made for one-year periods with the possibility of funding for a second and third year.

Further information about JJDP grants in your state can be obtained by contacting your state advisory group. The name and address of the advisory group and juvenile justice specialist for your state can be obtained by contacting your governor or The Coalition for Juvenile Justice, 111 Connecticut Ave. N.W., Suite 414, Washington D.C. 20036. Phone: (202) 467-0864 or fax: (202) 887-0738.

Kathleen Bird, J.D., is Director of Mediation Programs for Clay County Family Courts in metropolitan Kansas City. Kathleen was instrumental in developing the RESPECT juvenile victim offender program that was funded with a grant from the Missouri Department of Public Safety and the U.S. Department of Justice. She is the former chair of the Arkansas Coalition for Juvenile Justice (JJDP state advisory group).



Fundraising on the internet

**How to
connect with
information sources
and find money**

State and federal funding agencies post their RFPs and funding policies on the web.

So do most private foundations and corporations.

Researching a funder is easily done through their web site or public information sites.

Fundraising for the Future

How-To Manual for Grant Writing Available

“Program Planning and Proposal Writing,” by Norton J. Kiritz and Jerry Mundel is an excellent “how-to” manual for anyone who writes grants. This 12-page booklet provides easy-to-read, step-by-step information on how to develop a grant proposal. Information includes how to develop a problem statement, program goals and objectives, methods, program evaluation, future funding, and budget. Reprints are available from The Grantsmanship Center for \$6 for a single copy. In addition, The Grantsmanship Center also publishes *The Grantsmanship Center Magazine*, which is free to staff of nonprofit organizations and government agencies who receive it at their OFFICE address. For reprints of “Program Planning and Proposal Writing” or subscription information contact:

The Grantsmanship Center Publications Dept.
P.O. Box 17220
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fax (213) 482-9863
email: marc@tgci.com

Sustaining Friends Church Support for VORP

The Center for Peacemaking & Conflict Studies in Fresno, California, encourages and assists churches in their mission of providing an invitation to and an opportunity for peacemaking. The Fresno Victim Offender Reconciliation Program provides local churches with the opportunity to fulfill their biblical mandate for doing justice. Sustaining Friends is a program to formalize their relationship with Christian Churches. The Fresno VORP has 45 Sustaining Friend churches supporting it through prayer, volunteers, finances, and use of their buildings for mediations and trainings. For more information contact:

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web page: www.fresno.edu/dept/pacs

Web sites on fundraising

⊙
The Foundation Center has a large collection of resources for grant seekers, and provides workshops around the country
www.foundationcenter.org

⊙
The Internet Prospector site has lists of grantmakers and links to other resources

⊙
The Society of Research Administrators web page is at www.fie.com/cws/sra/resource.htm

⊙
The Grantsmanship Center has a full range of resources at www.tgci.com

Maine VOM Program Receives VOCA grant

The Community Dispute Resolution Center in Portland, Maine has received notice that they have been selected for a grant from the Victims of Crime Act (VOCA). The grant amount will be \$10,000. The focus of the project will be to provide information to adult and juvenile victims of crime about the Center’s services, and how

they can participate in Victim Offender Mediation or Family Group Conferencing.

For additional information, contact
Community Dispute Resolution Center
P.O. Box 11029, Portland, Maine 04104,
Tel.: (207) 829-4070

Overview of

| | Federal | State | City/County | Foundation | Corporate |
|---------------------------|--|---|--|---|---|
| <i>Advantages</i> | <ul style="list-style-type: none"> ◆ Large grants – can take on major projects ◆ Often multi-year funding | <ul style="list-style-type: none"> ◆ Can provide large amounts of support ◆ One of few sources for long term support ◆ Advocacy can impact funding | <ul style="list-style-type: none"> ◆ Can provide larger amounts of support ◆ Can provide ongoing funding ◆ Can add to organizational credibility ◆ Advocacy can impact funding | <ul style="list-style-type: none"> ◆ Funding adds credibility and creates important supporters ◆ Funding is usually paid in one check up front ◆ Simpler application and reporting requirements | <ul style="list-style-type: none"> ◆ Visibility ◆ Credibility ◆ Builds important supporters |
| <i>Disadvantages</i> | <ul style="list-style-type: none"> ◆ Applications are massive and complex ◆ Extensive reporting requirements ◆ Federal policies may restrict/specify agency policies | <ul style="list-style-type: none"> ◆ Funding can be politically vulnerable ◆ Extensive reporting requirements ◆ Funding on reimbursement basis: delays common ◆ Funding levels depend on tax revenue levels | <ul style="list-style-type: none"> ◆ Funding can be politically vulnerable ◆ Extensive reporting requirements ◆ Funding on reimbursement basis: delays common ◆ Funding levels depend on tax revenue levels | <ul style="list-style-type: none"> ◆ Often more difficult to access especially in rural areas ◆ Usually prefer giving “seed money”; wary of significant ongoing support | <ul style="list-style-type: none"> ◆ May be reluctant to get involved in controversial issues ◆ May have heavy public relations requirements attached to grants ◆ Often not significant amounts |
| <i>Motivations</i> | <ul style="list-style-type: none"> ◆ Address a “public concern” ◆ Accountable to Congress on results obtained and techniques used ◆ Grantors likely to be knowledgeable in the field | <ul style="list-style-type: none"> ◆ Accountable to state legislature and public for results obtained and techniques used ◆ Grantors likely to be knowledgeable in the field | <ul style="list-style-type: none"> ◆ Accountable to city council/county board for results obtained and techniques used | <ul style="list-style-type: none"> ◆ Broad “community needs” perspective – address many concerns ◆ Visibility may or may not be desired ◆ Not likely to be knowledgeable about nuances of your issue | <ul style="list-style-type: none"> ◆ Both Altruism and self-interest ◆ Building a good image in the community ◆ Marketing ◆ Not likely to be knowledgeable about nuances of your issue |
| <i>Resources Required</i> | <ul style="list-style-type: none"> ◆ Ability to track data and evaluate impact of program ◆ Staff with professional certification | <ul style="list-style-type: none"> ◆ Ability to track data and evaluate impact of program ◆ Staff with professional certification | <ul style="list-style-type: none"> ◆ Ability to track data and evaluate impact of program | <ul style="list-style-type: none"> ◆ Connection with foundation staff or board may be very helpful or even necessary | <ul style="list-style-type: none"> ◆ Connections within company management may be necessary or at least helpful |
| <i>Special Tips</i> | <ul style="list-style-type: none"> ◆ Like “demonstration,” replicable programs ◆ Use technical language and research-based approach ◆ Political support from Congressional representatives a help ◆ Include percentage for operating costs | <ul style="list-style-type: none"> ◆ Try to arrange a direct support relationship, rather than a competitive bid ◆ Use technical language and research-based approach ◆ Include percentage for operating costs | <ul style="list-style-type: none"> ◆ Somewhat more likely to have direct support, rather than facing an RFP process ◆ Tie language and format to existing city/county programs ◆ Include percentage for operating costs | <ul style="list-style-type: none"> ◆ Tie proposal to larger community values and issues ◆ Don't use technical language or jargon ◆ Keep proposal to 3-5 pages. Fancy packaging won't help and may hurt ◆ Ask for 2-3 years of support | <ul style="list-style-type: none"> ◆ Like high visibility “joint venture” projects ◆ Get a personal appointment ◆ Be brief with a basic outline in 3-4 minutes ◆ Nice packaging is normally a plus ◆ Keep proposal under 3 pages/bullet formatting |
| <i>Role in Funding</i> | <ul style="list-style-type: none"> ◆ Start-up for major new programs ◆ Provides percentage subsidy for operating costs | <ul style="list-style-type: none"> ◆ Ongoing support for major service and education programs | <ul style="list-style-type: none"> ◆ Often moderately sized ongoing support for service and education programs | <ul style="list-style-type: none"> ◆ Start-up new programs ◆ Support for special programs not supported elsewhere ◆ General operating funds (in smaller amounts) ◆ Don't generally fund events | <ul style="list-style-type: none"> ◆ Visible projects/less controversial projects ◆ May support events (check policy before asking) ◆ In-kind contributions possible (printing, design, computers, furniture, etc.) |

Funding Sources *by Karen Wright*

| Federated Drives United Way | Special Events | Mailings/ Telemarketing | Major Donors | Memorials | Planned Gifts |
|--|---|---|---|--|--|
| <ul style="list-style-type: none"> ◆ Long term support ◆ Credibility ◆ Builds important supporters and networks | <ul style="list-style-type: none"> ◆ Bring in new supporters with a direct experience ◆ Making a visible statement about importance of an issue and organization ◆ Builds visibility and credibility | <ul style="list-style-type: none"> ◆ Direct access to many people ◆ Bring on new supporters and builds donor base for future renewal / major gifts ◆ Gets the word out about your organization | <ul style="list-style-type: none"> ◆ Build long-term and increasingly profitable relationships ◆ Can fund creative or controversial projects or special needs less likely to be supported by conventional funders | <ul style="list-style-type: none"> ◆ Can be sizeable gifts ◆ Little solicitation effort required ◆ Opportunity to gain their support for future gifts | <ul style="list-style-type: none"> ◆ Generally the largest individual gifts ◆ Planned giving arrangements may be able to assist the financial needs of donors |
| <ul style="list-style-type: none"> ◆ Long and political application process ◆ Heavy reporting requirements ◆ May restrict your corporate or major events fundraising for all or part of year | <ul style="list-style-type: none"> ◆ Large expenditures of time and often money ◆ Risk of small gain or even loss of event | <ul style="list-style-type: none"> ◆ If not well targeted, may make little or no profit above mailing costs ◆ Both mailings and telemarketing are expensive ways to raise money | <ul style="list-style-type: none"> ◆ Donor cultivation can take a major investment of time before results occur ◆ Donors may expect to influence program or policy directions | <ul style="list-style-type: none"> ◆ Memorial donors may or may not be donating to support your organization | <ul style="list-style-type: none"> ◆ Usually need ongoing relationship with donor ◆ Association with death may make solicitation sensitive |
| <ul style="list-style-type: none"> ◆ Altruism ◆ Broad “community needs” perspective ◆ Less likely to be knowledgeable about your issue ◆ If your organization is controversial, can be reluctant to get involved | <ul style="list-style-type: none"> ◆ Participating in event ◆ Supporting your cause ◆ May or may not know about your issue/group | <ul style="list-style-type: none"> ◆ Altruism and community concerns ◆ Give back and help others | <ul style="list-style-type: none"> ◆ Desire to belong to the vision of your organization ◆ Often have a high degree of personal involvement with the issue | <ul style="list-style-type: none"> ◆ Sorrow ◆ Anger/Protests ◆ Social obligation ◆ Guilt ◆ Support for a friend | <ul style="list-style-type: none"> ◆ Giving back/helping others ◆ Desire to put financial affairs in order ◆ Desire to leave a lasting legacy or make a real difference |
| <ul style="list-style-type: none"> ◆ Broad visibility ◆ Ability to track and evaluate date ◆ Staff time for record keeping and networking | <ul style="list-style-type: none"> ◆ Start-up funds ◆ Lots of volunteer time and staff time and money | <ul style="list-style-type: none"> ◆ Start-up funds for printing and mailing costs ◆ Computer software with data/text merge function (or access to such) for personalized mailings. ◆ Process for generating thank-you’s within one week | <ul style="list-style-type: none"> ◆ Time to build and nurture relationships ◆ Funds for donor appreciation events can be helpful | <ul style="list-style-type: none"> ◆ Minimal printing costs for gift envelopes, special thank-you cards, letters | <ul style="list-style-type: none"> ◆ Brochure or info explaining how to make a planned gift of property, etc. ◆ Let people know about the option-volunteers, board members, financial planners, and estate attorneys |
| <ul style="list-style-type: none"> ◆ Even if your are not a “member agency,” you may be able to receive designated funds ◆ Individual designations can help show support for your group/issue | <ul style="list-style-type: none"> ◆ Be very cautious of high cost/risk events if you don’t have a track record with them ◆ Keep event participant lists separate from donor lists --they are really prospect lists | <ul style="list-style-type: none"> ◆ Make sure your lists are up-to-date and free of duplicate entries before beginning ◆ Ask donors to “double their gift for free” by having their employers match their gifts | <ul style="list-style-type: none"> ◆ Donor clubs may help you recruit, reward and continue to involve major donors ◆ Publicize new donors in your newsletter | <ul style="list-style-type: none"> ◆ Keep memorial donor lists separate from regular donor lists ◆ Publicize memorial gifts in your newsletter | <ul style="list-style-type: none"> ◆ Publicize the impact of your first planned gift in your newsletter ◆ Publicize the option of planned gifts to your organization to professionals advising potential donors – financial planners, estate attorneys |
| <ul style="list-style-type: none"> ◆ Ongoing support for continuing programs not likely to be publicly funded | <ul style="list-style-type: none"> ◆ Funding for areas of greatest need or operating support ◆ Funding for a specific program/purpose with strong appeal | <ul style="list-style-type: none"> ◆ Support for overall agency/program operations ◆ Support for areas of special/greatest need | <ul style="list-style-type: none"> ◆ Support for areas of special/greatest need ◆ Capital/equipment needs ◆ Operating reserves ◆ Seed or planning funds | <ul style="list-style-type: none"> ◆ General support ◆ Areas of special/greatest need ◆ Funding for a specific program or purpose with strong appeal | <ul style="list-style-type: none"> ◆ Operating reserves ◆ Endowment ◆ Support for areas of special or greatest need |

Overview of Funding Sources *Previous Pages*

The matrix on pages 8-9 is designed to provide general background information on specific types of funders (not on any individual funder). It was first published for the manual "AIDS Fundraising" published by the Foundation Center in 1991. It has been revised for more general applications to non-profits, and to a lesser degree, public organizations. VOMA hopes that the matrix will be useful for members working on fundraising.

Karen Wright has served as program manager and development director for non-profit service and arts organizations in Minnesota's Twin Cities, as well as a grant review consultant to local foundations and corporations. She holds a CFRE from the National Society of Fundraising Executives. She is currently completing a Ph.D. at the London School of Economics examining predictors of charitable giving in the US and UK, where she has also done consulting and training on fundraising and development.

Donor web sites



The Foundation Center has a searchable list of private foundations on the web.

<http://fdncenter.org/grantmaker/corp.htm>



They also have a list of corporate grantmakers.

<http://fdncenter.org/grantmaker/corp.html>



Nearly all donors of any size are on the web, often with complete application information and forms.



National Institute of Justice funding opportunities including OJJDP opportunities.

www.ojp.usdoj.gov/nig/funding.html



Each State government has several sites for its criminal justice programs. Use any search engine to find them. Many include e-mail notification of changes to the site.

Writing a Grant Proposal? Here Are 10 Practical Tips:

- 1. Do Your Research.** Make sure the foundations or corporations you are approaching have stated goals and objectives that are consistent with your grant request.
- 2. Contact The Grantmaker** before submitting your request. Telephone or write them and request their specific grant-making guidelines and application instructions.
- 3. Study Other Agencies Or Projects** that the foundation has funded. Contact colleagues from these successful agencies and ask them why they think their proposal was successful.
- 4. Write Clearly And Concisely** and avoid jargon. Use short sentences - they make your proposal easier to read.
- 5. Follow The Application Instructions** clearly and make sure you answer every question in the order listed.
- 6. Keep The Proposal Short,** no longer than three pages if that is possible and if it is consistent with the funder's guidelines.
- 7. Avoid The Temptation** to list the problems your agency or project faces. Focus on opportunities.
- 8. List Your Credentials.** Let the funder know that you are qualified to do what you are proposing.
- 9. Always Include a Cover Letter,** even if the guidelines make it optional. Use the letter to introduce your organization and to link your specific request to the funder's mission and grant guidelines.
- 10. Proofread** - not only for typos and grammar, but to ensure that all the information you include is accurate and relevant to the funder.

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www.scc.net/~philanth



Humanistic Mediation

Creation of a Safe, if not Sacred, Place can Foster Direct Dialogue among the Parties

by Mark Umbreit, Ph.D.

Humanistic mediation represents a “dialogue driven” rather than “settlement driven” form of conflict resolution. It emphasizes the importance of meeting with the parties individually and in person prior to the joint mediation session in order to listen to their story, build rapport, and explain the process and prepare them for engagement in a mediated dialogue. It provides a non-directive style of mediation in which the parties are primarily speaking to each other with minimal intervention by the mediator; and a mediator attitude of unconditional positive regard and connectedness with all parties while remaining impartial (e.g. not taking sides).

While the focus of the mediator’s work is upon the creation of a safe, if not sacred, place to foster direct dialogue among the parties about the emotional and material impact of the conflict, written settlement agreements often occur but are not central to the process. Humanistic mediation is a specific practice application of the broader theory of transformative mediation. It is grounded more in a paradigm of healing and peacemaking than problem-solving and resolution. The telling and hearing of each other’s stories about the conflict, the opportunity for maximum direct communication with each other, and the importance of honoring silence and the innate wisdom and strength of the participants are all central to humanistic mediation practice.

Key Elements of Humanistic Mediation

- Continual centering of the mediator
- Deep compassionate listening - Importance of story telling
- Pre-mediation in-person separate meetings
- Connecting with parties, but impartial
- Creation of safe, if not sacred, space
- Dialogue driven - between parties
- Non-directive style of mediation
- Mediator “gets out of the way”

Key Elements of Creating a Safe, if Not Sacred, Place for Dialogue

- Non-Judgmental Attitude
 - Unconditional positive regard to all parties
- Preparation of the parties (in-person and separate)
 - Listening to their stories and needs
 - Explaining the process - no surprises
 - Preparing for the dialogue
 - Role of mediator as guardian of process
- Presentation of Choices
 - When to meet, where to meet
 - Who to be present, snacks
- Centering of Mediator
 - Deep belly breathing, meditation or prayer
 - Separating “our stuff” from “their stuff”
 - Caring deeply for all but remaining impartial
- Setting the Tone
 - Eliminating distractions
 - Soft music in background as people gather
 - Beginning with moment of silence, ritual or prayer (if meaningful to all parties)

Potential Blockages To Creating a Safe Place for Dialogue “Good intentions, sometimes opposite impact”

- Touch
 - Holding hands
 - Any form of touch
 - Hugging
- Religious Ritual
 - Using a specific religious ritual or prayer from a dominant religion
 - Using a specific religious ritual or prayer from an indigenous or non-western tradition
- Language
 - Reference to spirituality and religion
 - “Spiritual” as synonymous with “religious”
 - Language that communicates judgement
- Assumptions
 - “My understanding of spirituality or religion is shared by those present”
 - “What makes me centered or safe works for others”

For more information contact:

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California Restorative Justice Project

Strategic Prevention and Intervention Efforts Build Healthy Aspects of Youth, Family and Community

by Carol Sullivan

Between 1985-1994, Santa Clara County, California, experienced a 321% increase in violent juvenile offenses, and a 333% increase in weapons offenses — five times the national rate. This increase in juvenile crime has been linked to “child poverty zones” within the county that reflect a deterioration of neighborhoods and social disorganization.

In response to the dramatic escalation of juvenile crime, San Jose City neighborhoods and the town of Gilroy (all in Santa Clara County) were delegated as sites to begin implementing strategic prevention and intervention efforts, including Neighborhood Accountability Boards (NABs). Three of the selected sites were part of a “demonstration project,” funded by a three-million-dollar Challenge Grant from the California Department of Corrections.

The Restorative Justice Project of the Santa Clara County Juvenile Probation Department is entering its second year of operation, and is beginning to reflect the values and principles of a balanced and restorative approach to juvenile justice. Through the use of NABs and the adoption of an asset and strength-based approach that views individuals as innately resilient, the underlying roots of delinquent behavior are being addressed by building on the healthy aspects of youth, their families and communities.

The transition has not been easy. One of the early challenges encountered was the underestimation of the time necessary to lay the foundation to begin an extensive community-based project. As a result, unexpected bureaucratic obstacles occurred including

working toward opening up a bureaucracy to community participation. In addition, challenges to recruit and hire staff, create new data systems, recruit community members, and train project staff and volunteers resulted in a slow start-up.

Another challenge the project faced was that staff members had no initial understanding of the underlying core principles and values of the balanced approach mission, nor were victims included in the initial planning efforts.

Since the implementation of the Restorative Justice Project, three other Santa Clara County districts have begun using NABs. To date, 600 youth have appeared before NABs. The process used by NABs has been revised to include a circle/conferencing approach during which the youth and his or her parents participate in the creation of a contract, focus on accountability and the repair of harm, and determine competency development. Whenever possible, NAB members, youth and their parents try to create accountability activities that have a dual purpose of repairing harm and building on the youth’s strengths and assets.

Steps are presently being taken to bring the victim “voice” to the NAB conference through the use of “surrogates.” Focus groups that include persons who have been victimized by juvenile offenses, shop and business owners, school personnel, and parents who have had kids involved in the juvenile system are now being conducted for the purpose of creating a process and system that addresses their individual needs. Some of the strategies that are being recommended include:

- implementation of a youth service project that responds to victims immediately after a crime has been committed,
- merchant panels for cases of shoplifting, trespassing, loitering, and graffiti, and
- parent/family panels consisting of families who have previously been seen by the NAB for the purpose of giving support to families, and helping youth understand how their parents may have been affected by their actions.

Collaborative efforts with Social Services and the use of Family Group Conferencing, Human Relations and Mediation Services, schools and other local government and community agencies are continuing in order to create comprehensive service delivery.

Today, there is a large glimmer of hope and excitement as project staff, NAB and community members begin to understand the values and principles of restorative justice, and see, firsthand, the results of using this philosophy and approach. One of the strongest features of the project to date is community protection. Strong efforts have been taken to mobilize neighborhoods and the agencies serving them and to improve community protection. Implementation teams of community members and service providers have been set up to improve safety and abatement services.

Each site has a Community Coordinator, whose role is to help pull together community members to create a paradigm shift.

See California on Page 15

“In Memory of Roy Allen”

A Negligent Homicide Case Study

By Lois Kenagy

Note from the Author: *Ten years ago, I facilitated a support group for parents experiencing the death of a child. (In 1986 my son was killed in a bike/car accident, at age 19.) I met a couple who lost their only child in a drunk-driving accident. Their confusion over the driver's attitude and their own feelings in the months after the accident gave me the opportunity to suggest a victim-offender meeting. The experience left a deep impact on me.*

It was ten years later that a similar opportunity arose for me. The privilege to work on the following case arose because: the victim's mother pressured the Oregon Youth Authority to let her speak to the young man responsible for the death of her son; the Director of VORP/Mediation Services of Linn County trusted me to do it; and my schedule allowed me to donate the major block of time needed to bring the parties together.

I don't believe these meetings should be called "mediation." There is nothing to mediate - only an opportunity to vent, ask questions, listen and hear, and hopefully to heal. I look forward to more opportunities of this type of victim/offender meeting in the future.

It was summertime and Roy, 15, and his friend Jesse, 14, were hanging out at Jesse's father's home. As they lounged in the living room, an empty gun case peeked from under the couch. Roy asked Jesse where the gun was, and Jesse left the room to find it under his father's bed.

He assumed the gun was not loaded because he had played around with it on previous days, so when he came out of the bedroom, Jesse pointed it at Roy to scare him. Too late he realized that the gun was loaded, and Roy was dead.

Jesse was charged with criminally negligent homicide in the accidental shooting death of Roy Allen. In April 1995, Jesse was sentenced to five years under Oregon Youth Authority (OYA) supervision.

While Jesse had made good progress in rehabilitation while incarcerated, the OYA staff wanted him to meet with Roy's family to make certain he understood the impact of his action. OYA staff called our agency, and asked whether VORP could facilitate such a meeting. The program staff offered me the opportunity to take the case.

Jesse was incarcerated at the Albany Oak Creek facility at that time, so I met with him there several times, and became convinced his attitude was such that a meeting with Debbie, Roy's mother, and her daughters would work out.

My contacts with Debbie were initially by phone. In consultation with her and the OYA, we decided to set up the face-to-face meeting during the week of January 18th. On Monday, I traveled by bus to Baker City. On Tuesday the OYA transported Jesse to Hilgard, a small work camp operated by the OYA.

On Tuesday Morning I had a lengthy conversation with Kimberly, 21, Roy's older sister, and in the afternoon met with Debbie and her younger daughter, Crystal, now 15. They told me that 5 years was not a long enough incarceration for Jesse. They believed he had killed Roy intentionally.

Wednesday morning I drove from Baker City to Hilgard to meet with Jesse and prepare him for the face-to-face meeting later that day. Hilgard staff brought him to Baker City.

It was a tense moment when Debbie, Kimberly and Crystal walked into the room where Jesse and I were waiting. They asked him lots of questions. He answered clearly and without making excuses. He took full responsibility for his actions.

They asked him whether his sentence was long enough, and were really moved by his statement that no amount of years in prison would be adequate to make up for the death of Roy.

The meeting lasted three hours, and Kimberly told Jesse that if what he was saying was true they wanted him to become part of their lives. When the meeting concluded the three each hugged Jesse. I felt that I had been on holy ground.

The next day, Thursday, I met with the parties separately for a debriefing. When I asked for permission to tell their story, Debbie assented, asking that when I tell the story it would always be "in memory of Roy Allen."

They were pleased and relieved that they had been able to talk to Jesse. Kimberly said she had slept well, and no longer felt depressed. In follow-up phone calls ten days later, I got the same responses. Jesse also felt a great sense of relief to be able to answer their questions directly, and to realize that they believed him.

Lois Kenagy is a life-long pacifist and peace activist. Almost 20 years ago, she had the vision to develop VORPs in Oregon. She has been working as a volunteer mediator, and often board member, ever since. Currently, Lois is a Commissioner with the Oregon Dispute Resolution Commission. She focuses her energies on development of community dispute resolution centers throughout the state.

“Conflict Transformation” Theory

Australian Community Conferencing Model Moves Into the Workplace

by David Moore

Transformative Justice Australia (TJA) currently utilizes an interdisciplinary theory of “conflict transformation” to address workplace conflict. Interventions have taken place in sectors ranging across heavy industry, construction, transport, retailing, entertainment, information technology, hospitals and medical research. From this conflict transformation using “workplace conferencing,” the logical next step was to consider how sources of conflict might be addressed without waiting for some specific incident to prompt a reactive outside intervention.

TJA currently works with organizations to convene a “transition workshop,” a process of effective proactive intervention in the workplace. After significant preparation, the workshop brings together twenty to thirty-five colleagues over two to three days. Workshops are structured so that the psychosocial dynamics of the group are guided toward cooperation. Participants conduct an audit of relations within their organization, and then move towards a plan of action for change.

TJA’s current mix of work combines various workplace interventions in Australia with conference facilitator training workshops and (workplace) transition workshops in Australia and North America. In addition, TJA has established schools-based conferencing programs that appear to be halving the rates of suspension and expulsion in the participating schools.

A series of analytical distinctions have led to TJA’s current formulation of conferencing and related processes as examples of conflict transformation. Of particular importance is:

- to distinguish between specific disputes (about facts) and general conflicts (emotionally-based);
- to distinguish between the task of mediating disputes and the task of facilitating a conference for “people in conflict;”
- to distinguish between the following three categories of possible outcomes that deal with situations of conflict;

TJA is working to dramatize their work in theatre and television - most notably with prominent Australian playwright David Williamson. David’s play “Face to Face” is the first of a planned trilogy inspired by a series of TJA case studies. TJA is confident that this and other artistic representations will increase awareness in the search for justice.

1. conflict maximization;
2. conflict minimization;
3. conflict transformation.

Within the sphere of civil law, TJA uses the phrase “transformative justice” to distinguish our work from alternative dispute resolution (ADR) processes. As we understand it, many ADR processes offer conflict minimization as an alternative to the conflict maximizing approach of an adversarial court system. The logic of ADR is that optimal resolution disputes are most

accessible if the general conflict between disputants is minimized.

The theory works well in practice unless the general conflict has become more important to the disputants than have the facts of the dispute. At such a point, minimizing the conflict tends to be counter-productive. The conflict needs instead to be acknowledged and transformed in a carefully structured process. That process should focus less on the detailed facts of the dispute and more on the sources of conflict.

TJA also uses the phrase “transformative justice” within an adversarial system of criminal law. We use the phrase to distinguish our work from those practices that emphasize conflict minimization as an alternative to the conflict maximizing approach of the courts. In addition, we are tending to articulate the general theoretical base of our work less as a theory of transformative justice and more as a theory of “conflict transformation.” (The necessity of this shift has become clearer as the proportion of our work outside the formal justice system has increased.)

The intention behind these distinctions is not to set up some invidious comparison between the three approaches to conflict. The practices of negotiation, mediation, conciliation, arbitration and adjudication can be located on a spectrum that runs from conflict minimization to

Victim Sensitivity Awareness Training

Winnipeg Pilot Program Explores Journey of Victims of Homicide and Violent Crime

By Dorothy Barg-Neufeld

conflict maximization. All of these practices are legitimate in the right place and at the right time. The key point we wish to make here is that processes such as community conferencing and workplace conferencing are located in a separate, third category of conflict transformation. The choice of which process to use in a given context is a matter of professional judgement.

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For further information about TJA, visit their website: www.tja.com.au.

David Moore studied in Australia and Germany, and has taught history, political science and justice studies. He worked in state government before founding Transformative Justice Australia (TJA) in 1995 with John McDonald and Mark McDonald. TJA's two Sydney-based Directors were centrally involved with the Australian pilot program of what is now called Community Conferencing. Directors John McDonald and David Moore then helped establish other conferencing programs in Australian and North American justice systems and schools, before piloting a version of conferencing in workplaces.



Mediation Services, A Community Resource for Conflict Resolution, in Winnipeg, Manitoba has received funding from the Manitoba Justice Department to pilot a victim sensitivity training. The two-day training, April 20th and 21st, 1999, is presented in cooperation with Victims' Voice, a national program to assist people impacted by homicide and violent crime.

The interactive training is designed for service providers and community members who are interested in understanding the impact of victimization and integrating tools for assisting victims in their healing journey. A number of speakers who have had diverse experiences of victimization (a family survivor of homicide, victims of robbery, domestic abuse, sexual assault, and burglary) are asked to share their stories. Workshop facilitators, Wilma Derksen and Karen Ridd, guide participants to examine these experiences within the framework of the elements in the victims' journey.

A hope for the training is to look creatively at possible responses to victimization. In addition to gaining empathy for the victim experience, the training encourages participants to analyze what has been heard and to practice skills for responding effectively. Because of the painful and difficult topics that are shared, facilitators will encourage participants to explore issues of self-care as part of the training.

As this is a pilot training, invitations were extended to persons from various interest groups in the criminal justice system and the community to attend. Participants are asked to assess this type of victim sensitivity training for applicability in their particular setting. The mix of persons from community organizations and

from the justice system will add to the rich learning that is anticipated in the training.

Dorothy Barg-Neufeld coordinates the victim/offender program at Mediation Services, 583 Ellice Avenue, 3rd Floor, Winnipeg, Manitoba, R3B 1Z7 (204-925-3437). She is a former VOMA board member.



California

continued from page 12

One of the project sites is using a community-based District Attorney to facilitate collaboration between neighborhoods, police and sheriff departments. The community-based District Attorney and the Community Coordinator at this site recently began "Operation Spotlight," which focuses on one area of a neighborhood at a time. Operation Spotlight has brought 200 community members together including the police, sheriff department, city government, probation and neighbors to address needs and strategize on solutions for the neighborhood.

Carol Sullivan is a consultant specializing in Restorative Justice, violence prevention, and victims' issues. She is presently a consultant to the Santa Clara County Probation Restorative Justice Project, and is a Restorative Justice trainer certified by the California Department of Corrections. Carol can be reached by phone at (510) 655-6405 or email: Jazannie@aol.com



VOMA Membership

- Agency membership is available to any organization that has an interest in the mediation and conferencing process, the philosophy of restorative justice, or the criminal justice system. Annual agency dues are \$150.00.
- Individual membership is available to those persons interested and/or involved in victim-offender mediation and conferencing programs. Annual individual dues are \$40.00.
- Student membership is available to full-time students. Annual student dues are \$25.00.
- Library and educational institution memberships are available, which consists of a subscription to the newsletter. Annual library and educational institution dues are \$30.00

VOMA membership benefits include the VOMA Connections, the Annual Directory of Members, access to VOMA resources, and agency discounts on the Annual Conference.

Membership Application _____

Name/Contact Person _____

Title _____

Program Name (if agency membership) _____

Mailing Address _____

City _____ State/Province _____ Postal Code _____ Country _____

Tel _____ Fax _____ e-mail address _____ Amount Enclosed _____

Type of Membership _____

Agency Members: Would like your agency contact information listed on the VOMA web page? Yes No

Victim Offender Mediation Association
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New Smyrna Beach, FL 32169