

FY2026

STRATEGIC PLANNING FOR ORGANIZATIONAL GROWTH

Restorative Response Baltimore



RRB

www.restorativeresponse.org

VISION & MISSION STATEMENT

VISION

We imagine a world where strong relationships, authentic communication, and the desire to understand one another thrive.

MISSION

RRB's mission is to promote and provide restorative justice practices that shift mindsets and transform communities.

VALUES & TARGET INDUSTRIES

VALUES

1. Impact
2. Equity
3. Community-focused
4. Collaboration
5. Respect

TARGET INDUSTRIES

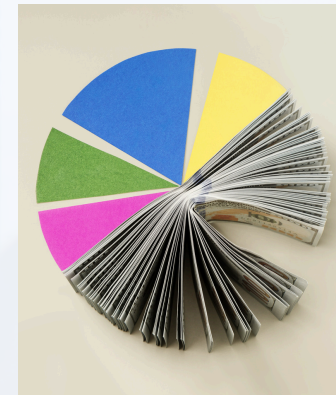
1. Criminal Justice
2. Education
3. Housing
4. Healthcare
5. Elected/Agency Officials

FYE26 GOALS & OVERVIEW



GOAL 1

Build Operational Capacity Through Key Staff Hires & Consultant Support



GOAL 2

Fill Funding Gap of \$250,000 Through Diversified Revenue Strategy



GOAL 3

Increase Awareness and Funding Through Marketing and Branding Strategy



GOAL 4

Strengthen and Standardize Internal Operations



GOAL 5

Expand Advocacy for Restorative Justice Policy



GOAL 6

Support Successful Program Delivery, Deepen Facilitator and Circle Keeper Training & Retention



GOAL 7

Penetrate Major Industries to Expand RJ Application and Partnerships

GOAL 1

BUILD OPERATIONAL CAPACITY THROUGH KEY STAFF HIRES & CONSULTANT SUPPORT

Objective: Recruit, hire, and onboard, evaluate, and expand (as necessary) all RRB positions, including filling one existing position and hiring for three new positions to strengthen leadership and program execution.



1. **Hire and fully onboard by October 1, 2025: Chief of Staff, Executive Assistant, Circle Program Coordinator,**
2. **Conference Program Coordinator, and 5 Workshop Facilitators**
3. **Finalize onboarding process and individualized performance goals by October 15, 2025.**
4. **Align new staff with organizational values through a restorative, equity-centered orientation process.**
5. **Evaluate Consultant needs (HR, Graphic Designer, Printer)**

GOAL 2

FILL FUNDING GAP OF \$250,000 THROUGH DIVERSIFIED REVENUE STRATEGY

Objective: Secure \$250,000 in new revenue by responding and winning RFPs and grant opportunities and expanding our fee-for-service clients by June 30, 2026.



1. **Contract with RFP database service by August 31, 2025.**
2. **Renew grant database service subscription by September 30, 2025.**
3. **Submit at least 5 RFPs or grant applications to local, state, or federal funders by January 2026.**
4. **Generate \$50,000 through fee-for-service contracts by serving at least 5 organizations with RJ training or**
5. **facilitation.**
6. **Develop and implement a 12-month fundraising calendar by November 30, 2025.**
7. **Track and review funding performance quarterly with RRB Fundraising Committee by hosting monthly meetings beginning August 15, 2025.**
8. **Apply to four local funders identified through outreach by June 2026.**

GOAL 3

INCREASE AWARENESS AND FUNDING THROUGH MARKETING AND BRANDING STRATEGY

Objective: Launch a refreshed marketing strategy to grow RRB's visibility and funder engagement by February 2026.

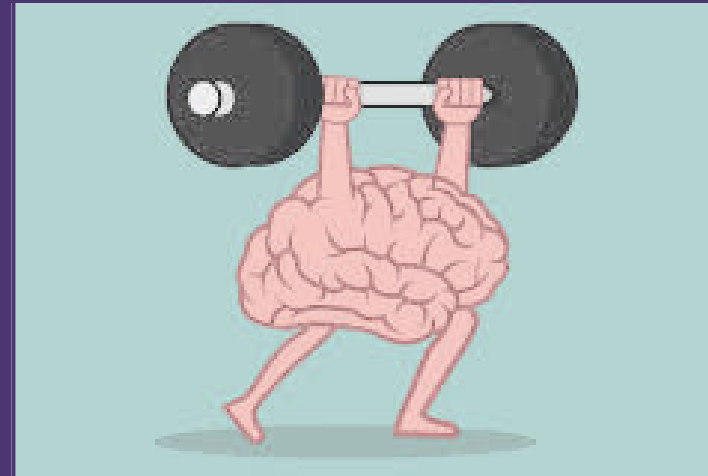


1. **Create branded assets including:**
 - a. **Annual Report FYE24 - by September 30, 2025**
 - b. **Case for Support - by October 31, 2025**
 - c. **Testimonials - 1 per quarter starting October 1, 2025**
2. **Outsource and contract with a social media and marketing consultant to post for RRB on our social platforms by October 31, 2025.**
3. **Run a “Restorative Baltimore” campaign across social platforms from March–May 2026.**

GOAL 4

STRENGTHEN AND STANDARDIZE INTERNAL OPERATIONS

Objective: Improve operational systems and workflows by adopting new tools and processes by June 2026.



1. **Complete and roll out updated operations documents:**
 - a. **Employee Handbook by September 30, 2025**
 - b. **Complete and roll out updated SOPs by December 31, 2025.**
 - c. **Accounting & Finance Manual by March 31, 2026**
2. **Launch onboarding process for all new employees, including a background check, fingerprinting, and credit check (if necessary) by September 30, 2025.**
3. **Launch internal dashboard tools for program tracking and staff milestones by February 2026.**
4. **Conduct quarterly operational audits to identify gaps and adjust accordingly.**

GOAL 5

EXPAND ADVOCACY FOR RESTORATIVE JUSTICE POLICY

Objective: Advance a local and state policy agenda for restorative justice in reentry and education sectors by May 2026.



1. **Attend strategic events to further the cause of RJ in Maryland, including but not limited to...**
 - a. **Maryland Black Caucus weekend**
 - b. **NACRJ Conference**
 - c. **Lobby Day in Annapolis**
2. **Form a RJ Advocacy Working Group by December 31, 2025.**
3. **Publish a legislative policy brief on RJ for justice-impacted and school-based populations by December 31, 2025.**
4. **Partner with 3 local advocacy networks or coalitions to drive visibility during the 2026 legislative session.**
5. **Host 2 community listening sessions to gather insights from impacted populations.**

GOAL 6

SUPPORT SUCCESSFUL PROGRAM DELIVERY, DEEPEN FACILITATOR AND CIRCLE KEEPER TRAINING & RETENTION

Objective: Expand professional development systems and support for all facilitators by April 2026.



1. **Ensure full implementation of the My RJ platform by December 31, 2025.**
2. **Launch a Facilitator Academy with monthly sessions starting February 2026.**
3. **Develop orientation, PDP, evaluation, and feedback process for Circle Keepers and Conference Keepers by January 31, 2026.**
4. **Create a feedback survey for current facilitators to measure satisfaction by March 2026.**
5. **Track participant satisfaction across 90% of all sessions through new surveys and debrief tools.**

GOAL 7

PENETRATE MAJOR INDUSTRIES TO EXPAND RJ APPLICATION AND PARTNERSHIPS

Objective: Establish strategic partnerships and pilot programs in 1-2 target sectors by June 2026.



1. **Education:** Deliver RJ training and support to at least 2 schools or school districts.
2. **Criminal Justice:** Partner with at least 1 detention center, probation office, or reentry organization.
3. **Government & Elected Officials:** Meet with at least 3 elected officials or agencies to promote RJ implementation.
4. **Develop industry-specific outreach packets and case studies by January 2026.**

FYE2026 Monthly Strategy Timeline

JULY 2025

- POST AND PROMOTE OPEN POSITIONS: CHIEF OF STAFF & RJ CIRCLE PROGRAM COORDINATOR.
- BEGIN CANDIDATE INTERVIEWS FOR CHIEF OF STAFF
- CONFIRM CONSULTANT NEEDS (BRANDING/SM, GRAPHIC DESIGNER, PRINTER, EVALUATION)
- MEET WITH INTERNAL TEAM TO SET ONBOARDING PLAN AND CALENDAR.

AUGUST 2025

- FINALIZE HIRING FOR STAFF POSITIONS: CHIEF OF STAFF & RJ CIRCLE PROGRAM COORDINATOR
- POST AND PROMOTE OPEN POSITIONS: EXECUTIVE ASSISTANT, CONFERENCE PROGRAM COORDINATOR, 5 PDP FACILITATOR(S)
- SELECT AND CONTRACT CONSULTANTS: BRANDING/MARKETING, GRAPHIC DESIGNER, PRINTER
- PREPARE ONBOARDING MATERIALS AND WELCOME PACKETS
- HIRE CONSULTANT FOR HR EMPLOYEE HANDBOOK OVERHAUL
- SEND OUT FIRST NEWSLETTER FOR FYE26 (BY 9/15/25)

SEPTEMBER 2025

- COMPLETE ONBOARDING OF NEW STAFF (TARGET COMPLETION BY 9/30/25)
- CONDUCT FIRST FULL-STAFF ORIENTATION AND ONBOARDING SESSION
- DISTRIBUTE RFP FOR CONSULTANT SUPPORT (BRANDING + EVALUATION)
- DEVELOP FUNDRAISING PLAN FOR FYE26 (GRANTS, RFP, INDIVIDUAL DONORS, ETC.)

OCTOBER 2025

- BEGIN EMPLOYEE HANDBOOK ROLL-OUT
- HOLD CONSULTANT KICKOFF MEETINGS (BRANDING + EVALUATION)
- DRAFT BRANDING MATERIALS (ANNUAL REPORT, CASE FOR SUPPORT, TESTIMONIALS)
- SUBMIT FIRST 1-2 GRANT APPLICATIONS (LOCAL OR STATE)
- BEGIN DEVELOPING OUTREACH PACKETS FOR 1-2 TARGET INDUSTRIES
- BEGIN SOP UPDATES

NOVEMBER 2025

- LAUNCH INTERNAL DASHBOARD FOR TRACKING STRATEGIC GOALS
- CREATE GIVING TUESDAY AND YEAR-END FUNDRAISING CAMPAIGNS
- REVIEW SOP ADOPTION AND GATHER STAFF FEEDBACK
- FINALIZE OUTREACH PACKETS FOR EDUCATION AND CRIMINAL JUSTICE SECTORS
- SUBMIT AT LEAST ONE FEDERAL GRANT OR RFP

DECEMBER 2025

- FINALIZE BRANDING SUITE
- COMPLETE SOP AND EMPLOYEE HANDBOOK IMPLEMENTATION
- PREPARE MARKETING AND PROGRAM CALENDAR FOR JANUARY LAUNCH

FYE2026 Monthly Strategy Timeline

JANUARY 2026

- LAUNCH FACILITATOR ACADEMY: HOST FIRST LUNCH & LEARN
- LAUNCH "RESTORATIVE BALTIMORE" MARKETING CAMPAIGN
- BEGIN PROGRAM-SPECIFIC OUTREACH IN HEALTHCARE AND GOVERNMENT SECTORS
- ONBOARD 1-2 NEW CIRCLE KEEPERS OR CONFERENCE FACILITATORS

FEBRUARY 2026

- RELEASE RJ POLICY BRIEF ON EDUCATION AND REENTRY
- SUBMIT APPLICATIONS TO LOCAL FOUNDATIONS BASED ON NEW BRANDING
- PARTNER WITH FIRST SCHOOL AND GOVERNMENT AGENCY ON RJ PROGRAMMING
- BEGIN FIRST CIRCLE/DIALOGUE PILOT IN HEALTHCARE SETTING

MARCH 2026

- SUBMIT GRANT REPORTS FOR CURRENT FUNDERS
- SUBMIT APPLICATIONS FOR SPRING DEADLINES (STATE OF MARYLAND)
- EVALUATE FACILITATOR FEEDBACK FROM ACADEMY (MONTH 3 CHECK-IN)
- HOLD FIRST INDUSTRY-SPECIFIC STAKEHOLDER ROUNDTABLE

APRIL 2026

- HOST COMMUNITY LISTENING SESSION FOR RJ POLICY (1 OF 2)
- ANALYZE INITIAL FACILITATOR AND PROGRAM EVALUATION DATA
- SUBMIT NEW PROPOSAL OR RENEWAL FOR FY27 FUNDING
- PUBLISH SOCIAL MEDIA RECAP OF CAMPAIGN AND POLICY BRIEF

MAY 2026

- HOST COMMUNITY LISTENING SESSION FOR RJ POLICY (2 OF 2)
- COMPLETE FIRST FULL FACILITATOR RETENTION REVIEW
- CONDUCT MID-YEAR INTERNAL DASHBOARD REVIEW
- MEET WITH LOCAL LEGISLATORS TO DISCUSS RJ APPLICATIONS AND FUNDING

JUNE 2026

- PREPARE AND SUBMIT FINAL PROGRAM AND FUNDING REPORTS
- EVALUATE IMPACT AND REACH OF RJ IN 1-2 INDUSTRY SECTORS
- CONDUCT STRATEGY DEBRIEF WITH STAFF AND BOARD
- BEGIN PLANNING FOR FYE2027 STRATEGIC PRIORITIES AND BUDGET