

John Howard Society of Windsor-Essex County

Strategic Plan: April 1, 2018 to March 31, 2021

"Effective, Just and Humane Responses to Crime, and its Causes"

Overarching Outcome:

In the coming three years, John Howard Society of Windsor-Essex County is committed to delivering quality programs that achieve and demonstrate the best outcomes for our clients, according to their needs. Working with an evidence-based methodology, our aim is to expand our range of services to meet the complex needs of our clients and the community, while strengthening, deepening, and broadening the impact of current programs and services.

PRIORITY ONE: TO OFFER CLIENT CENTERED PROGRAMS WITH MEASURABLE OUTCOMES

Focus Areas	New programs and expanding services.	Sustainable & Effective Services.	Measurable Outcomes.
Strategies	<ul style="list-style-type: none"> • Explore additional opportunities to collaborate with existing criminal justice related programs. • Explore opportunities to liaise with youth organizations to better serve clients. • Seek funding opportunities. • Respond to legislative changes with appropriate staff guidelines and policies (e.g. upcoming marijuana laws). • Develop new programs in response to specific community needs. • Expand existing services to Bail Program and deliver programs in Chatham and neighbouring communities • Seek out funding opportunities for program funding and evaluations. 	<ul style="list-style-type: none"> • Continue to assist youth and adult clients in finding safe and affordable housing. • Continue to support youth and adult clients in gaining employment. • Continue to liaise with community organizations to meet client needs, specifically youth. • Continue excellence in current program offerings. 	<ul style="list-style-type: none"> • Have a process/measurement system and a set of procedures for assessing on a regular basis, the results of our programs for its participants. • Revise and strengthen Pre/Post tests. • Implement a mid program evaluation for all programs. • Implement a six month follow up for all programs. • For youth/family programs implement a follow up to gather collateral information from caregivers. • Encourage client's testimonials. • Have a program evaluation completed. • Seek out funding opportunities for programs.

PRIORITY TWO: TO IMPROVE COMMUNITY PERCEPTION & PARTICIPATION			
Focus Areas	Improving Community Perception.		Increased Community Presence & Participation.
Strategies	<ul style="list-style-type: none"> Strengthen website presence of JHS Windsor-Essex County, and include client testimonials. Develop a communications plan to enhance community perception of all JHS Windsor-Essex County's programs and services among all key stakeholders. Undertake targeted outreach and promotion to increase knowledge and recognition of JHS services in the Windsor -Essex County community. Have representatives on community committees. 		<ul style="list-style-type: none"> Strengthen the organization as the "go to" leader in Windsor-Essex County on issues related to criminal justice and crime prevention for youth and adults. Network and participate more actively at appropriate community events, initiatives and gatherings. Encourage the Board of Directors to become active ambassadors for the organization (i.e., attending community events on behalf of the Board). Engage in community presentations and public forum events to increase community knowledge. Engage in research partnerships with the academic and broader community, and ask for a copy of research projects for agency archives.
PRIORITY THREE: BUILDING ORGANIZATIONAL STABILITY			
Focus Areas	Financial Growth and Sustainability.	Strengthen Staff and Board.	Administrative Accountability.
Strategies	<ul style="list-style-type: none"> Increase revenue and undertake strategies to strengthen JHS Windsor-Essex County. Build a financial reserve for the organization. Seek out new long-term funding opportunities. Develop and implement a structured fundraising strategy which includes identified goals and time frames. 	<ul style="list-style-type: none"> Provide professional development opportunities and team building strategies for Board, Staff and volunteers. Increase the pool of qualified volunteers. Maintain updated training on work place safety and accessibility issues. Recruit new Board members, and in doing so, reflect our diverse community. Develop protocol and expectations for Board members in year 1. Update succession plan for smooth transitioning. Continue development of Staff manual and guidelines. 	<ul style="list-style-type: none"> Strengthen organizational systems, structures, policies and procedures for greater efficiency. Maintain all policies, programs and documents to reflect both official languages. Maintain budgetary awareness and fiscal responsibilities.

BAIL VERIFICATION AND SUPERVISION PROGRAM

The Bail Verification & Supervision Program provides an alternative to incarceration while awaiting a court disposition.

The Program provides community supervision to eligible individuals who do not have the financial or social supports to meet bail requirements.

"NEW LEAF" ANGER MANAGEMENT PROGRAM

This program enables male participants to understand and to deal with problems of anger.

Helps clients understand anger as an emotion, develops an awareness of negative and non-productive anger, and learn productive and positive anger management techniques. This is a 10 week -Group session program.

THE "TAKING CHARGE" PROGRAM

The "Taking Charge" Program is a self-improvement program designed exclusively for women. The objectives are to assist women who are facing issues as a result of personal life circumstances.

The program is broken down into 10 sessions: Self-Esteem, Assertiveness, Domestic Violence, Co-Dependency, Parenting, Drugs and Alcohol, Budgeting, Anger Management (2 sessions) .

EDUCATIONAL SERVICES

Our staff has developed several group programs and presentations to complement the Values, Influences and Peers (V.I.P.) programs in area elementary schools. Programs addressing anger management, domestic violence, shoplifting,

bullying, drugs and alcohol, and vandalism are available for presentation. Presentations can also be scheduled outside of the V.I.P. program.

DRUG/ALCOHOL INTERVENTION FOR SECONDARY SCHOOL STUDENTS

We provide individual counselling for both drug and alcohol issues for area high school students under suspension for problems in these areas. A three session program involves an initial assessment on the action which brought the student under suspension, homework which reviews beliefs on drug/alcohol use as well as consequences both short and long term stemming from drug/alcohol use, and a video on the problem at hand which discusses specific risks and consequences stemming from continued use.

COMMUNITY REINTEGRATION

Staff will provide clients with counseling and a range of support and referral services, upon their release from provincial and federal Correctional Institutions.

YOUTH REINTEGRATION SUPPORT PROGRAM

This program is funded by MCYS. Youth are referred by their probation officer. The main goal of the program is to assist the youth in an individualized manner to reintegrate. Examples include, but are not limited to...
- acquiring housing, finding a source of income, enrolling in school, counselling, transportation, replacing lost or stolen ID.

SOCIAL JUSTICE REFORM

The staff, Board of Directors and its Planning and Review Committee review proposed legislation and trends in local, provincial and federal

correctional jurisdictions. Critiques and recommendations are prepared for both the national and provincial offices of the John Howard Society, as well as for government ministries. The agency's work has been published in national and international academic journals. Speakers are available on a variety of social justice topics.

MAC (MAKING ALTERNATIVE CHOICES), YOUTH ANGER MANAGEMENT PROGRAM

The John Howard Society provides a six sessions, one-on-one anger management program for youth under the age of 18 years. The main focus of these sessions is to enable the participants to understand and deal with their problems of anger. The areas of focus include identifying self-talk, challenging negative beliefs, improving communication skills, and developing better alternatives to effectively manage anger.

CMP (COMMUNITY MAINTENANCE PROGRAM)

This Correctional Services Canada program is a generic after-care program for male federal offenders designed as a follow up for all correctional Services Canada programs. This program is facilitated on a twelve session cycle.

RELEASE SUPPORT AND VIOLENCE PREVENTION (RSVP)

This program provides referrals and support services for individuals charged with domestic violence. The program helps individuals to address their immediate needs while they are in a crisis.

