

**Strategic Plan 2014-2017**

*“Effective, Just, and Humane Responses to Crime, and its Causes”*

**Overarching Outcome:**

In the coming three years, John Howard Society of Kingston & District (JHSK) 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: Quality Programs with Measurable Outcomes**

| Focus Areas | <b>New, Responsive Programming that Expands the Range of JHSK’s Services</b>  | <b>Expanded, Sustainable and Effective Housing Services</b>   | <b>Healthy &amp; Managed Growth for Employment Services</b>  | <b>Expanded, Sustainable and Effective Institutional Services Programming</b>  |
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| Strategies  | <ul style="list-style-type: none"> <li>• Establish the Kingston Bail Program.</li> <li>• Explore additional opportunities to develop further court related programs.</li> <li>• Respond to new program opportunities, pending available funding and viable partnerships.</li> <li>• Explore opportunities to expand services to youth.</li> </ul> | <ul style="list-style-type: none"> <li>• Consolidate and strengthen JHSK’s current housing model for increased impact and financial sustainability.</li> <li>• Explore the feasibility of expanding housing to support more clients.</li> <li>• Increase housing support services, as viable.</li> <li>• Solidify JHSK’s place as strong participant in the municipality’s 10-yr plan to end homelessness.</li> </ul> | <ul style="list-style-type: none"> <li>• Open a satellite office in order to support more clients to gain economic independence.</li> <li>• Continue steady year-over-year growth in employment programming with a strong focus on quality.</li> </ul> | <ul style="list-style-type: none"> <li>• Expand the IS program to better cover the 8 institutions in our catchment area.</li> <li>• Ensure that all individuals released from an institution in the Kingston region receive support according to their needs.</li> </ul> |

**PRIORITY TWO: Improved Community Perception & Participation**

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| <b>Focus Areas</b> | <b>Cost Effective and Targeted Communications Strategy</b>   | <b>JHSK as an Active, Integrated, and Respected Member of the Kingston Community</b>   |
| <b>Strategies</b>  | <ul style="list-style-type: none"> <li>• Develop a communications plan to enhance community perception of JHSK’s programs and services among all key stakeholders.</li> <li>• Increase media presence of JHSK.</li> <li>• Undertake targeted outreach and promotion to increase knowledge and recognition of JHSK’s services in the Kingston community, especially in the city’s North End.</li> </ul> | <ul style="list-style-type: none"> <li>• Increasingly position the organization as the go-to leader in Kingston on issues related to criminal justice and crime prevention</li> <li>• Network and participate more actively at appropriate community events, initiatives and gatherings.</li> <li>• Support the Board of Directors to become active ambassadors for the organization.</li> </ul> |

**PRIORITY THREE: Increased Organizational Resilience**

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| <b>Focus Areas</b> | <b>Financial Growth and Sustainability</b>  | <b>Excellence in Staff and Board Performance</b>   | <b>Administrative Rigor and Accountability</b>  |
| <b>Strategies</b>  | <ul style="list-style-type: none"> <li>• Increase revenue and undertake strategies to enhance JHSK’s financial sustainability and to support strategic growth.</li> <li>• Build the organization’s reserves.</li> </ul> | <ul style="list-style-type: none"> <li>• Provide professional development opportunities and team building strategies for Board, staff and volunteers.</li> <li>• Develop HR policies and procedures which support the retention of our staff.</li> <li>• Foster interconnectedness and knowledge sharing across all departments and to the Board, so that both can enhance and promote JHSK’s programs and outcomes.</li> <li>• Continue to explore potential synergies between the organization’s program areas.</li> </ul> | <ul style="list-style-type: none"> <li>• Strengthen organizational systems, structures, policies and procedures for greater efficiency.</li> <li>• Retool the administration department to strengthen human resource management and systems.</li> </ul> |