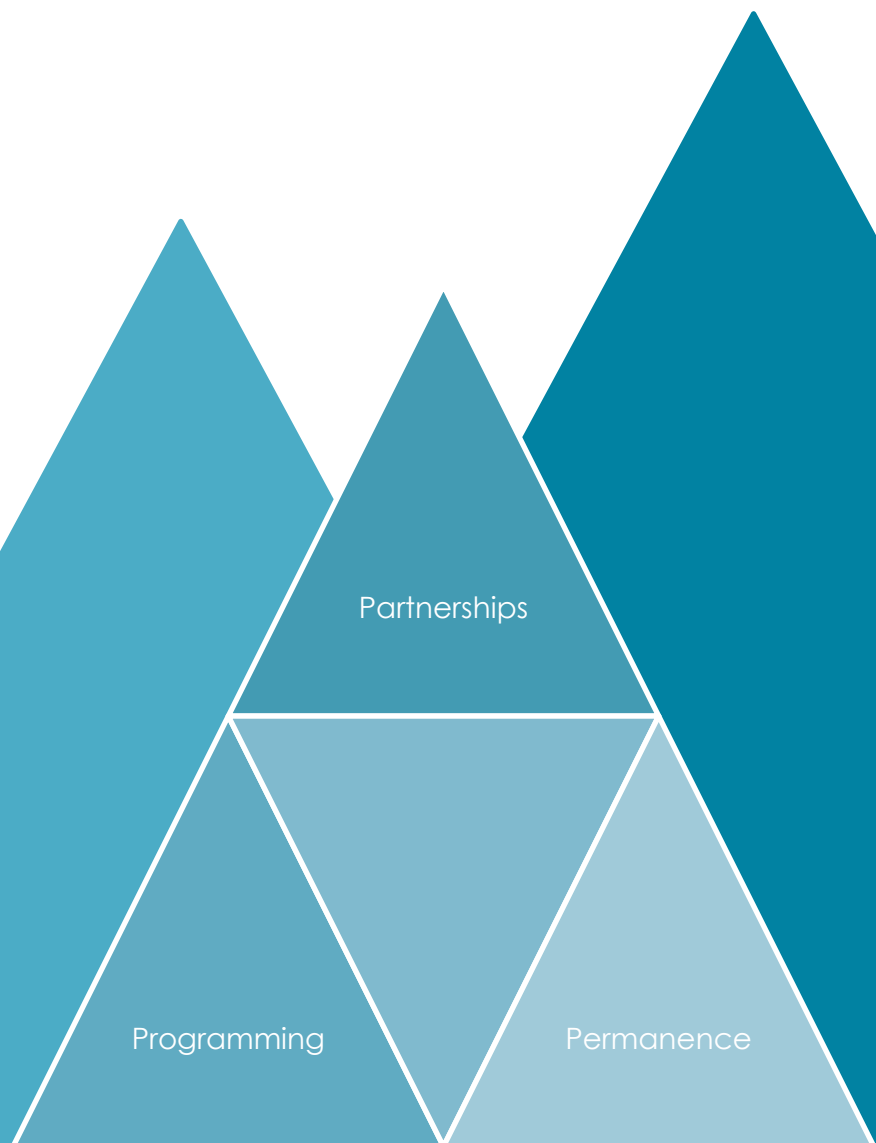


John Howard Society Sarnia Lambton

Strategic Plan 2017 - 2022

Effective, just and humane responses to crime and its causes.



5 Year Ideal State

JHSSL will continue to provide a strong program offering that scales the needs of the justice continuum, fulfills JHSSL's mission, and satisfies JHSSL's client base. These programs will be expanded, especially in the area of housing and bail verification. JHSSL will also receive more funding through an expanded set of sources for adult and youth.

JHSSL will continue to maintain a strong reputation and strategic partnerships within the community. Partners will have a keen understanding of the results & impact that JHSSL drives, and will partner with JHSSL to share best practices and deliver programs.

JHSSL will maintain a talented, committed, and motivated workforce, with low turnover.



Strategic Pillars & Goals

Partnerships

Youth and
Transitional
Youth

First Nations

Community
Partnerships

Programming

Housing

Bail and
Verification
Services

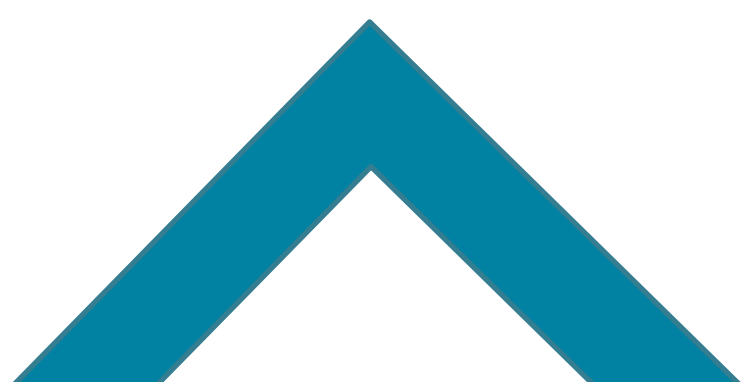
New Programs
or Changes

Permanence

Sustainability

Organizational
Excellence

Evaluation
and Impact
Tracking



Partnerships: Strengthen relationships with **partners and the community** to elevate client services and improve reputation

- Identify updates to existing partnerships or identify new partnerships to meet the needs of **youth and transitional youth** in the community
- Strengthen relationships and increase support for **First Nations** communities
- Develop **partnerships within the community** in order to share best practices, deliver programs, and improve presence and reputation

Programming: Explore and implement **new and enhance existing programming** based on community needs

- Work in collaboration with partners to identify current and future opportunities to improve **housing** access for individuals in transition
- Build a comprehensive **Bail Verification and Supervision (BVS)** program that incorporates complementary support services
- Identify **new programs or changes** needed to continue meeting needs of clientele

Permanence: Promote models of **sustainability and organizational excellence** through leadership, learning and continuous improvement

- Strive for the **sustainability** of the organization through funding diversification
- Develop a work environment of **organizational excellence** where staff feel supported and set up for success in their roles
- Increase efficiencies and effectiveness in program delivery through ongoing **evaluation** and **impact tracking**

Partnerships

Strengthen relationships with **partners and the community** to elevate client services and improve reputation

- Identify new or updates to existing partnerships to meet the needs of **youth and transitional youth** in the community
 - Continue participation on youth-related forums with key stakeholders, including other JHS societies, in order to share best practices and youth trends and leverage strategies that have been successful in the past
 - Work with partners to conduct regular youth needs assessment to identify gaps and adjust JHSSL services in a timely manner
 - Explore the area of transitional youth programs in depth, a sector not currently covered by many organizations
- Strengthen relationships and increase support for **First Nations** communities
 - Increase outreach to First Nations communities and promote the work of JHSSL to ensure awareness of programs and supports
 - Invite First Nations groups and organizations to provide input on programs and services offered by JHSSL to support the First Nations community
 - Create a regular forum with key stakeholders within the First Nations Community in order to build stronger relationships
 - Engage and collaborate with surrounding First Nations groups and organizations to respond to the needs of the community and provide enhanced support
 - Increase support offered to the First Nations community in the court process and continue to build restorative supports
- Develop strategic **partnerships within the community** in order to share best practices, deliver programs, and improve presence and reputation
 - Identify current relationships that can be leveraged to partner on the delivery of specific programs, enabling the sharing of resources, clients, and increased impact
 - Develop a quarterly newsletter and improve website content in order to share JHSSL's priorities, progress on specific programs, or success stories with key community partners
 - Utilize a strategic framework in order to identify potential future partners, that can be leveraged in order to increase reach, partner on program delivery, or increase funding resources

Programming

Explore and implement **new and enhance existing programming** based on community needs

- Work in collaboration with partners to identify current and future opportunities to improve **housing** access for individuals in transition.
 - Continue participation on the Community Homelessness Initiatives Network and form partnerships with other community partners and JHS offices, in order to share best practices and leverage strategies that have been successful in the past
 - Conduct a situational assessment to better leverage current services and resources, determine gaps in housing access for JHSSL clientele, and identify how best to address existing gaps
 - Create a list of potential revenue sources
 - Collaborate with partners, such as CHIN, in applying to identified funding opportunities
 - Evaluate the success of partnerships for JHSSL (e.g. CHIN and other partners) and housing services and supports provided
- Build a comprehensive **Bail Verification and Supervision** (BVS) program that incorporates complementary support services
 - Proactively follow up with the local court and crown attorney to demonstrate interest and expertise, leveraging the wider JHS network
 - Collaborate with organizations offering services that would complement the core BVS program, or develop internal services.
 - Evaluate the progress of the BVS program
 - Explore whether "bail beds" is an opportunity for JHSSL to pursue in the future
- Identify **new programs or changes** needed to continue meeting needs of clientele.
 - Expand the Life Skills program by exploring changes to the program and funding sources
 - Conduct an assessment into the Anger Management program to identify improvement opportunities that meet client and community needs
 - Work with partners to conduct regular community assessment to identify gaps and adjust JHSSL services in a timely manner
 - Develop an action plan to implement changes to programming and services
 - Devise and maintain a framework to assess new programs

Permanence

Promote models of **sustainability and organizational excellence** through leadership, learning and continuous improvement

- Strive for the **sustainability** of the organization through funding diversification
 - Identify personnel to be accountable for research and grant application
 - Establish potential tools to use for sponsorship research and/or grant applications
 - Identify and assess potential funding opportunities
 - Collaborate with partners in applying to identified funding opportunities
- Develop a work environment of **organizational excellence** where staff feel supported and set up for success in their roles
 - Develop formal staff policies and procedures documentation
 - Explore opportunities to improve work-life balance
 - Ensure staff participation and engagement in decision making
 - Ascertain staff has opportunity to participate in training and courses relevant to their professional development
- Increase efficiencies and effectiveness in program delivery through ongoing evaluation and **impact tracking**
 - Take advantage of trainings and resources offered through funders, capacity building networks and the John Howard Society
 - Review existing models for evaluation and tracking and implement as appropriate
 - Incorporate ongoing data collection for all programs and share stories of impact where appropriate

