

Juvenile Justice Coalition

Strategic Plan

2015-2018

Introduction: After over 20 years of operating as an all-volunteer non-profit, in August 2014, the Juvenile Justice Coalition (JJC) hired its first full-time employee. Over the last year and a half, we have transitioned from a coalition-based organization to a stand-alone non-profit focusing in juvenile justice advocacy in Ohio.

Since August 2014, the organization has undertaken several initiatives, including a strategic realignment of our Board of Directors, the addition of five new Board members, and a revision of our mission and vision.

In late 2014, the Board engaged in a Strategic Planning process that included a wide variety of juvenile justice stakeholders, including funders, the Department of Youth Services leadership, juvenile court stakeholders, and other non-profit organizations that work on juvenile justice issues. In this plan we summarize our goals, objectives and activities for the next three years.

Goals:

SUSTAINABILITY: Develop sustainable funding and organizational infrastructure to advance JJC's mission.

ADVOCACY: Educate and strengthen relationships with policymakers and key decision-makers to advocate for effective juvenile justice budget and policy solutions.

COLLABORATION: Build, sustain, and coordinate a powerful, influential field of supports, allies, and partners, including organizations and individuals.

EDUCATION: Become the "go to" statewide resource on juvenile justice issues.

VISIBILITY: Increase public awareness and visibility of juvenile justice issues and the Juvenile Justice Coalition at the local, state, and national level.

Our Mission: The Juvenile Justice Coalition (JJC) works individually and in partnership with other organizations to ensure that Ohio's juvenile justice system – from prevention through involvement with the adult court effectively to increase positive outcomes for youth, families and communities. JJC supports efforts to reduce youth's involvement with the juvenile justice system that are community-based, research informed, culturally appropriate, and to put all of Ohio's youth on a path to success.

Our Vision: JJC envisions a juvenile justice system that benefits all Ohioans by helping the system better respond to youth and community needs to achieve long-term success, stability, and safety.

GOAL #1 – SUSTAINABILITY:

Develop sustainable funding and organizational infrastructure to advance JJC's mission.

1. Maintain an Executive Director and build staff capacity to advance JJC's mission and implement activities and goals

- Identify and apply to additional foundation funders.
- Develop an internship / fellowship program.

2. Strengthen Board Leadership

3. Build an individual donor base to diversify and broaden support

4. Develop internal policies, procedures, and trainings to build JJC's internal supports.

- Establish Board committees to achieve organizational goals.
- Provide training to Board members.
- Review and update JJC's internal policies.

Long-term Objectives:

- Hire a full-time organizer to build a base of support among youth and families who have been in contact with the juvenile justice system.
- Develop sustainable infrastructure including an office, a conference room, and resources.
- Develop a 5 year plan.

GOAL #2 – ADVOCACY:

Educate and strengthen relationships with policymakers and key decision-makers to advocate for effective juvenile justice budget and policy solutions.

1. Monitor state budget and policy proposals that could impact youth involved in or at risk of involvement in the juvenile justice system.

- Monitor legislative, administrative, and Supreme Court policies and rules related to juvenile justice issues.
- Maintain and strengthen relationships with key state-level stakeholders.
- Monitor other public committees for statewide policy changes, such as the Sentencing Commission.

2. Develop a proactive juvenile justice public policy agenda and guiding principles juvenile justice for reform in Ohio.

- Work with the Ohio Juvenile Justice Alliance (OJJA) to develop guiding principles for juvenile justice reform.
- Work with OJJA to develop a public policy agenda to advance juvenile justice priorities at the state level.

3. Coordinate advocacy efforts to build support for effective juvenile justice budget and policy solutions.

- Educate stakeholders about OJJA's guiding principles and goals for juvenile justice system reform.
- Provide opportunities for advocates to weigh in on relevant legislative, regulatory, and court initiatives.
- Identify champions who have a commitment to advance our work on juvenile justice issues.

Long-term Objectives:

- Develop a statewide juvenile justice legislator education day.

GOAL #3 – COLLABORATION:

Build, sustain, and coordinate a powerful, influential field of supports, allies, and partners, including organizations and individuals.

1. Build support for a proactive juvenile justice agenda across Ohio

- Recruit advocates, potential allies and supporters to participate in education and advocacy.
- Train Board members and the public about how to advocate for Juvenile Justice reforms.

Long-term Objectives:

- Organize youth and parents who are (or have been) directly impacted by the juvenile justice system in advocacy to transform the system.
- Reach out to local stakeholders in key legislative districts and coordinate local advocacy.

GOAL #4 – EDUCATION:

Become the “go to” statewide resource on juvenile justice issues.

1. Compile data on Ohio’s juvenile justice systems

- Provide research and data on Ohio’s juvenile justice system.
- Update OJJA’s fact sheets regularly or as new information is available.
- Research best practices and policy reforms in other states.

2. Educate the public and key stakeholders about opportunities to transform the juvenile justice system in Ohio

- Develop infographics and resources to highlight the need to improve Ohio’s juvenile justice data collection.
- Develop 1-pagers to share with the public and lawmakers to build public understanding and support for OJJA’s advocacy priorities.
- Offer tools and support to juvenile court judges to move towards a more research- and outcome-based system
- Provide technical assistance to state and national organizations on solutions to improve the juvenile justice system.
- Coordinate educational visits to juvenile facilities in Ohio.

GOAL #5 – VISIBILITY:

Increase public awareness and visibility of juvenile justice issues and the Juvenile Justice Coalition at the local, state, and national level.

1. Rebrand the Juvenile Justice Coalition

- Modify JJC’s name to reflect its current status.
- Evaluate logo and brand.

2. Strengthen JJC’s traditional media presence

- Develop a traditional media strategy.
- Educate members of the media about juvenile justice issues.

Long-term Objectives:

- Develop a strong social media engagement strategy through Facebook and Twitter.
- Build JJC’s newsletter email list.
- Create a ground level buzz through youth and families engaged in the system.