



# Criminal Justice Ministry Strategic Plan 2023

## **Vision**

***We envision a more humane approach to justice, and safe, supportive communities that benefit from the full participation of people affected by incarceration.***

## **Mission**

***Improving our communities by supporting and empowering those affected by incarceration.***

## **Tag Line**

***To serve not to judge.***

## **Values Statement**

We believe that we are called to serve the incarcerated and follow Jesus' example to honor the dignity of the marginalized. In its work, CJM will:

- Treat all according to Jesus' inclusive message of love, forgiveness, and individual dignity.
- Provide equitable, client-centered, results-oriented programming.
- Act responsibly, respectfully, and effectively with all stakeholders.

## **Who We Serve**

Our clients have been affected by incarceration. They are people who may never be released from prison; they are formerly incarcerated people; they are under supervision and referred to us by probation and parole officers; and they are families who suffer because of a family member's detention.

While we provide referrals, material assistance, comfort, and access to other services to anyone impacted by incarceration, our special focus is on adults who are most likely to be forgotten, or who experience the biggest barriers to receiving services, housing, and employment because of the nature of their past convictions.

## **Strategy Statement**

Rooted in faith and Catholic Social teaching, Criminal Justice Ministry improves our communities by supporting, empowering, and recognizing the human dignity of those affected by incarceration. We envision safe, supportive communities that benefit from the full participation of returning citizens.

We serve the imprisoned, the formerly incarcerated, and their families. We focus on those who live in or serve their sentences in the Missouri portion of the St. Louis

metropolitan area. Through our dedicated volunteers, we minister to people who are incarcerated, including those who may never be released. Our FIRST Services addresses the basic needs of people newly released from jails and prisons. Through referrals from probation and parole officers, and the Department of Veterans Affairs, we identify the most at-risk returning citizens, and justice involved veterans, as candidates for our Release to Rent reentry housing programs. Our housing programs are characterized by a housing first approach, coupled with case management, counseling and intensive support services. Our programs transition clients toward full participation in our communities.

We created NPO Properties, Inc., to ensure access to affordable and quality housing for our clients. NPO purchases and manages properties, and leases apartments, to maintain sufficient units to meet the needs of the Release to Rent programs.

Through programs such as Let's Start, we also provide educational opportunities, ongoing support groups, services to family members, and one-on-one mentorship for people who have been impacted by the justice system. We support our work through government contracts, foundation grants, and individual and corporate donors.

### **Commitment to Racial Justice, Diversity and Equity**

CJM believes all people, including those who have made grievous mistakes, deserve to be treated equally, with dignity and respect. Racism, discrimination, and hate are never acceptable. CJM is committed to a just world and racial justice is an integral part of our work.

We serve people who have been impacted by the justice system. We employ and provide service opportunities for persons with a criminal record. Multiple studies show that racial inequity is apparent in the fact that people of color, who are often poor, are arrested and incarcerated at rates much higher than nonminority groups. Persons of color with a criminal record are more likely to become caught up in a cycle of homelessness and repeated incarceration, trapping them in poverty.

By providing a pathway to housing, and employment through our reentry housing and intensive case management programs, and meeting immediate basic needs for mental health and substance abuse treatment, food, clothing, and transportation through our FIRST Services programs, CJM addresses some of the impacts of racial inequity and works to remove people from poverty and repeated arrests. Our vision through this work is a more just society where persons of color are no longer disproportionately impacted by incarceration,

where those who are impacted by incarceration live in communities that are safe and supportive, where incarceration is minimized, and recidivism is eliminated.

CJM also advocates for changes to the criminal justice system to be more equitable.

## **Strategic Areas of Focus and Goals**

### Strategic Area 1: Sustainability

- Goal 1)** Develop an engaged, effective, representative, Board of Directors.
- Goal 2)** Build systems and resources to recruit, retain, and develop the human capital necessary to implement the mission (paid and volunteer)
- Goal 3)** Establish a robust development function to support a mix of funding resources for a sustainable future.

### Strategic Area 2: Programing

- Goal 4)** Develop and implement evaluation systems to ensure programing remains meaningful, effective, and responsive to client needs.
- Goal 5)** Ensure availability of accessible and affordable housing through optimal mix of ownership and leasing.