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RESOLUTION OF NORTHWEST YOUTH SERVICES BOARD OF DIRECTORS ADOPTING 2022-2027 STRATEGIC VISION

Whereas, The challenges faced by the young people Northwest Youth Services works with in Whatcom and Skagit County have grown and shifted in the wake of a pandemic and financially-uncertain times; and

Whereas, Northwest Youth Services' mission, values, and programming have changed to meet those changing needs; and

Whereas, In March 2022, the Board of Directors voted to form an ad-hoc committee aimed at drafting a new strategic vision to better reflect the changes the organization has made in the past few years; and

Whereas, The ad-hoc committee has completed its purpose by working in collaboration with board members and staff to develop a new strategic vision based upon the findings of multiple surveys sent to staff, the young people the organization serves, and community stakeholders.

Therefore;

1. *Be it resolved*; that the Northwest Youth Services Board of Directors adopt the attached Northwest Youth Services 2022-2027 Strategic Vision.

Approved and adopted this 29th day of August 2022 at a regular meeting of Northwest Youth Services Board of Directors and such decision is attested to by the following Board officers, signing below:

A handwritten signature in black ink, appearing to read "NKHAB", written over a horizontal line.

Nicole Kathleen Hemenway Bratz, Board
President

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Colton E. Redtfeldt, Board Vice President

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Gabe Riggs, Secretary

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Richard H. Clough Jr., Treasurer



Northwest Youth Services 2022-2027 Strategic Vision

As the challenges faced by the young people Northwest Youth Services works with have grown and shifted in the wake of a pandemic and financially-uncertain times, the organization's mission, values, and programming have changed to meet those needs. Because of this, the organization must also re-assess its long-term vision as well. This new five-year strategic vision is a reflection of that reassessment.

Through this vision, Northwest Youth Services dedicates the next five years to making itself a place where young people can heal and learn. It dedicates itself to being an accountable workplace where staff feel supported and heard. And it dedicates itself to becoming a hub for community-wide learning and advocacy. Through this work, we hope to create a broad-based network of citizens, groups, and community leaders who are all working together to dismantle the systems of oppression that perpetuate homelessness.

Northwest Youth Services began drafting this vision in March 2022 after the Board of Directors voted to form an ad-hoc committee. The vision proposed here was created in collaboration with the board and staff. It is based upon the findings of multiple surveys sent to staff, the young people the organization serves, and community stakeholders. Throughout the process, the committee worked hard to stay true to the organization's mission and values.

This document is meant to create clarity, alignment, and focus so that we may work in synchrony in service of NWYS's mission. It defines four central objectives our organization aspires to fulfill. Each objective has key results that, if realized, would signal progress toward the related objective. And, nestled under each key result are measurable success metrics to aid in progress monitoring. Taken together, these objectives, key results, and success metrics comprise our strategic vision.

With the adoption of this strategic vision at a meeting of Northwest Youth Services' Board of Directors on August 29th, 2022, it is now the joint responsibility of the board and staff to see that it is actualized.

Objective 1 - YOUNG PEOPLE - Young people experience healing and learning in their journey with NWYS.

Key Result 1.1: Young people learn and practice the tools that will help them get and stay out of the cycle of homelessness.

Success Metric: By Q3 of 2023, NWYS Staff has defined metrics and methods to measure how well it's meeting the key result. By Q2 of 2024 the organization has gathered and set benchmark datapoints. After that, we see favorable change in those metrics quarterly. Essential skills and tools survey -- compare intake and exit surveys; establish baseline levels, and see improvement.

Key Result 1.2: NWYS creates conditions for young people to experience healthy community and social connection.

Success Metric: By Q3 of 2023, NWYS Staff has defined metrics and methods to measure how well it's meeting the key result. By Q2 of 2024 the organization has gathered and set benchmark datapoints. After that, we see favorable change in those metrics quarterly. Essential skills and tools survey -- compare intake and exit surveys; establish baseline levels, and see improvement.

Objective 2- STAFF - Staff at all levels agree that NWYS is a supportive place to work.

Key Result 2.1: Staff would recommend working at NWYS to a friend.

Success Metric: By Q3 of 2023, NWYS Staff have defined metrics to measure how supportive NWYS is as an employer. By Q2 of 2024, the organization has established benchmark data. After that, we see favorable changes in those metrics on a bi-annual basis.

Success Metric: Establish a benchmark for all-staff retention by Q3 of 2023 and then see improvement on that bi-annually.

Objective 3 - COMMUNITY - The greater community views NWYS as an asset to Skagit and Whatcom Counties and is eager to support our organization.

Key Result 3.1: Through advocacy and outreach, we are educating people about what is possible in our community and why it's important.

Success Metric: An annual increase in the number of strong individual supporters in the community who make a donation of \$5000 or more in a calendar year, serve on the Board of Directors, serve on a Board Advisory Committee, or make public statements in support of NWYS.

Key Result 3.2: The Board of Directors is well-educated about NWYS's values, mission, and program such that they can and do advocate for NWYS effectively in the community.

Success Metric: An annual increase in the number of directors or emeritus directors who are table captains at the annual luncheon, fundraise >\$20k in donations in a calendar year, or serve as the Chair of a Board or Board Advisory committee.

Objective 4: FINANCE - NWYS's financial health is stable and resilient.

Key Result 4.1: NWYS has strong financial health.

Success Metric: At the end of each quarter, cash flow is net neutral or net positive relative to what was budgeted. And, starting Q1 of 2024, NWYS has a balanced budget.

Success Metric: NWYS has 3 months worth of operating costs in reserves by the end of Q4 2027.

Key Result 4.2: NWYS's financial health is supported by the community.

Success Metric: Increased ratio of unrestricted funding to restricted funding.