



Board of Directors Board Report – January 9, 2023

At Northwest Youth Services, we affirm youth experience and autonomy, as we work together to foster collective healing and justice, in order to dismantle the systems of oppression that perpetuate youth homelessness.

Young Adult Services

Respectfully submitted by	Rebecca Pendergraft, Associate Director of Whatcom Housing Services, Andy Foye, Associate Director of Skagit Housing Services, & Rachel Handy, Director of Engagement Services
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Whatcom Housing Services:

Since October 2022, 68 youth have been on the Youth Interest Pool. Six youth have been housed through Rapid Rehousing and two youth moved out of Transitional Living into independent housing options. Two youth moved into TL and 4 youth moved out of HUSLY into independent housing options. Five youth are currently at HUSLY and all of them are progressing toward RRH. We've also had four young adults gain permanent supportive housing with 22 North.

Skagit Housing Updates:

- We are moving forward with purchasing a property in Mount Vernon that will house our drop-in center, staff offices, and transitional housing. We are applying for rapid acquisition funding through the Housing Trust Fund to support this project and will begin moving into the house in February.
- After a challenging period of staffing shortages, we hired and trained two new staff to complete our housing team. With some restructuring in the 2023 budget we will see the loss of one care coordinator and our on-call support specialist position and will be doing some intentional planning to ensure young people continue to be well-supported in Skagit.
- We have been rolling out the transition of our RRH services to our new TH-RRH Joint Component. We are still searching for a house to lease in Island County, and will locate the TH portion in Skagit County in the new Mount Vernon house.
- In the new year we look forward to moving into a new space that NWYS owns and creating a welcoming community space for youth and staff. We are also working on a partnership with the Skagit YMCA where we will lease a house that they own and use it to provide transitional housing for pregnant and parenting youth.
- We hosted several holiday meals and celebrations in the Skagit office, and enjoyed sharing food and crafts with young people and their children.

Whatcom & Skagit Engagement Services:

Engagement has gone through a smooth and thoughtful transition over the past couple of months. Rachel Handy will be supporting special projects as needed in the new year and taking a sabbatical in the spring. Engagement has joined Housing under the Young Adult Services pillar, led by Luis Reyna. There are many opportunities to Learn, Create and Connect together as Luis leads this pillar into the new year!



Associate Directors of Engagement Services, Lisa Byoune in Whatcom County and Adair Jewell in Skagit County are working with Luis to streamline services and systems in alignment with the One Program Model. It has been a busy couple of months, however as we get fully staffed and get into the groove of 2023, we are excited for this vision to be actualized. With all pillars working cohesively together, we are joining youth in their journey in a way that is truly healing centered and community focused.

Learning & Engagement

Respectfully submitted by | Ashtin Carnahan, Director of Learning & Impact

Updates:

- Ashtin promoted from Associate Director to Director of Learning & Impact, and the splitting of Learning & Impact from Core Mission Support into its own pillar
- Internal applicant hired for the new Grant Coordinator, Gabe Stonoha, who began part time in December and will go full time into this new role in February 2023
- Development of 2 new positions in the agency, Enrollment Services Coordinators, which will support the administrative side to direct service roles; projected hire and start early 2023

Team Accomplishments:

- Successfully training Maggie Newhouse, the Data & Reports Coordinator, to take on more reporting responsibilities, and successfully completed many reports in October independently.
- Successfully submitted applications for small foundation grants and have been awarded at least 2 by year-end.

Challenges:

- Staff transitions in upper management positions make reporting continuity a challenge

Future projects/goals:

- With the new Grants Coordinator coming on we will create more clear process for the full life cycle of funding, including cost/benefit analysis to pursuing a funding opportunity, updated boilerplate language, including financial boilerplate, and post-award tasks to quickly and efficiently implement new funding.
- With the new positions of Enrollment Services Coordinators (one placed in Whatcom and one in Skagit) we will streamline our referral process, documentation requirements, and housing interest pool management to continue to de-silo services and transition into a one program model
- Updating all service paperwork early 2023 to bring us more in line with the one program model
- Continued efforts to transition us into Share Point and streamline client file management
- We have begun having quarterly team meals to ensure staff feel appreciated and supported in other ways beyond their typical work; the first was canceled in December and will be held in January.

Culture & Employee Relations

Respectfully submitted by | Barrett Zimmerman, Associate Director of Culture & Employee Relations

Learn

The final half of 2022 has presented many opportunities for growth, a shift in how the organization approaches Justice, DEI, Belonging, and Anti Racist work, and a shift in the focus of CER to employee



wellbeing and professional development. This shift has brought changes to the CER pillar, including Kiana Jenkins' move from JEDI Manager to Learning and Development Manager as well as Trevor Asbury's move from Community Advocate to Wellness Awareness and Engagement Coordinator.

As part of Kiana's new responsibilities, they will continue to lead our Cultural Impact Committee and work with me to create a training curriculum for all staff. We are also collaborating on a job shadowing program and other professional development options for our staff. Our first training will be a supervisor training, to take place in January or early February.

As part of Trevor's new responsibilities, he is leading a 9-week training for the Strategic Leadership Team on Wellness Through the Nervous System, which includes identifying various tools and resources to support nervous system regulation, how the nervous system supports wellness, and building trust and support networks within the Strategic Leadership Team.

Create

In addition to providing Trevor's training, the CER pillar focused on changing our Job Descriptions to be more compliant with the Americans with Disabilities Act which will ideally allow us to reach more diverse applicants. Additionally, in collaboration with the Executive Director, we have begun implementing the 2023 wage scale, which brings much needed increases in wages to our staff to honor the important work they hold for the organization and to increase our desirability to more qualified applicants. All staff left for their holiday vacations knowing what their 2023 wages will be, which hopefully provided a boost to morale and incentive to remain with the organization in the new year.

Similar in scope, CER has been working on creating a sexual harassment prevention program to educate and to protect staff and to limit organizational liability.

As mentioned above, CER pillar has been encouraging all staff to take up the mantle of anti-racist work instead of having the focus be in one single position overseen by one single person. We hope to be a model pillar in leaning in to anti racist practices and leaning in to our one-program model approach.

Connect

CER has provided the opportunity for all of the Strategic Leadership to connect with each other and to find support in each other during our weekly Wellness Trainings this quarter. The feedback for these trainings have been overwhelmingly positive for those that are able to attend. We will be wrapping up this training in January and I am excited to look at our post-training data.

I have also been working on establishing a partnership with the Division of Vocational Rehabilitation through the WA Department of Social and Health Services to help support our mission.

We have had a bit of success in our hiring this last quarter, filling many of our open positions this quarter.



Finance & Operations

Respectfully submitted by

Stephanie Wagner, Associate Director of Finance & Sydney Denessen,
Associate Director of Strategy and Operations

Finance

- In the past few months, Finance has used capacity freed up from the completion of the 2023 organization budget and 2021 audit to prepare for year-end reconciliations, resolve lingering projects, and brainstorm goals for the new year.
- Hiring a new part time staff to assist in both Finance and Culture & Employee Relations has been challenging, as we continue to look for a staff with appropriate financial and payroll experience to support the position's needs.
- Upcoming goals we're looking forward to include working to expand our Certify expense system to include credit cards, allowing a more streamlined and easily trackable way for staff to manage their budgeted expenses. The Finance, Operations, and Learning & Impact teams will also be working together to codify many of our processes to smooth staff transition and assist in training and continuity.
- 2023 will also bring the opportunity to purchase a new property in Skagit, utilizing Commerce rapid acquisition funding with the assistance of a bridge loan or short-term lease.

Operations:

- The bulk of the construction at the PAD house is complete. There was some room in the budget at the end of the project so we'll be replacing the deck in the backyard and installing a second washer and dryer set.
- We'll be onboarding a new Senior Director of Operations, Danee Smith, who will supervise both Sydney and Stephanie and oversee agency compliance needs, long term visioning, and support in standardizing flow and procedures.
- The PAD license application for the new location is in process and planning to be submitted soon.

